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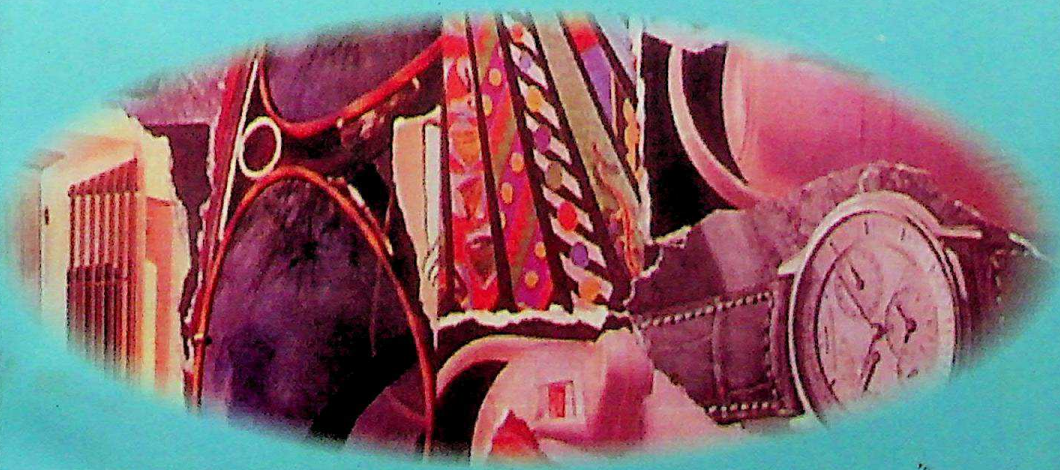
SALESMANSHIP



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SALESMANSHIP

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DEDICATED
IN
LOVING MEMORY
OF
LATE PROFESSOR AND PRINCIPAL
B.T. BHALERAO
Who
was a source of encouragement of academic excellence

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PREFACE

(SECOND EDITION)

I am really happy to present this refined edition of SALESMANSHIP specially designed to meet the requirements of all those students who are preparing for Orissa Board Examination.

New efforts are made to add updated information to meet the changing needs of educators on one hand and the needs of the dynamic world of business where salesmanship has a definite role to play.

In order to help the students to prepare well for the examination and perform well, questions of short answers, very short answers, objective type of answers, short notes and essay type of answers are given at the end along with Orissa Board from 1992 to onwards. I am sure the examinees will take full advantage of this golden opportunity and come out with flying colours.

I am thankful to those teachers and students who have written letters to me in favour of style and stuff. This is a constant source of encouragement to me which helps me to further refine the work.

I am thankful to M/s Kalyani Publishers who have brought to light this edition in a record time. Inspite of the best efforts some printing mistakes have remained. You are requested to bring to my notice so that in next edition they can be reduced, if not eradicated, totally.

Dr. C.N. SONTAKKI

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PREFACE

(FIRST EDITION)

Change is essence of life. Adjustability to change is the mark of successful survival, growth and prosperity. Recently, Council of Higher Secondary Education Orissa brought about change in the existing set of syllabus. This treatise is an attempt to fill in the lacuna. It is written according to the revised syllabus to cater to the needs of students. The outstanding attributes of this work are : *Adequate Treatment of Marketing and Sales Managerial Environment—Detailed Discussion of Principles and Practice of Salesmanship—Numerous Illustrations—Summary of each Chapter at the End—Model Questions for each Chapter—Lucid and Percolating Style.* The whole coverage is divided into twenty-two solid chapters. Though it intends to meet the requirements of students preparing for Orissa Board, it can as well meet the needs of the students all over the country wherever Salesmanship is taught, both at pre-degree and diploma courses. It is the handmade for budding salesmen and saleswomen.

I must thank Principal D.S. Bhende and Mrs. Apte, the librarian of S.S. Aempo College for having allowed me to draw wealth of information. I also thank Principal G.G. Mayekar and Mr. P.P. Kulkarni—librarian, of my college for the assistance in freely drawing material from books, journals and other available sales literature. I owe a debt of gratitude to all those colleagues and students who encouraged me in this endeavour. My special thanks to my betterhalf for managing all the problems of home affairs and allowing me to concentrate on this work.

I thank M/s Kalyani Publishers who were to keep me on toes to complete the work and without whose untiring efforts and undeliable zeal, this book would not have kissed your hands.

I welome suggestions from teachers and taught.

Dr. C.N. SONTAKKI

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CHAPTER 1

INTRODUCTORY

General :

Being an introductory chapter, it plans to discuss the meaning of salesmanship, nature of salesmanship, its origin and evolution through ages, its practical utility and ends with its scope.

WHAT IS SALESMANSHIP ?

The great Industrial Revolution, of the latter-half of 18th century and 1st half of the 19th century, clearly swept away the time honoured branches of economy namely, **Production** and **Distribution.** The tiny world of **Production** and **Distribution** was replaced. Mass production, and, hence mass marketing or distribution system emerged. As production became round about and was in anticipation of demand, made to order instead, it warranted a matching change in the distribution system. This increased the gap between the producers and consumers. This ever widening gap paved the way for maintaining close contacts with the far-flung customers with increasing doses of promotion in the forms of direct and indirect sale namely, salesmanship and publicity and sales-promotion too. Today, salesmanship, publicity and sales-promotion are the three wings of any successful marketing orgaisation. Of all these three, let me take you to the enchanting world of salesmaship which is the hub of modern production and distribution system.

"Salesmanship" is the art of winning the hearts of consumers to dispose the firm's products and services. It is the wit act of persuasion. It is the science of understanding the human instincts and paving the way to their fulfilment. It is the art of stressing the appropriate values of firm's products and services to fit the individual and varying needs of different buyers called on. It is the ability of a person to persuade the people to buy the goods and services for mutual gain namely, satisfaction to the buyer and profit to the seller. It is the art and science of serving the elientele. It pays to brows through some standard definitions for better interpretation and understanding. Following are some such standard definitions.

Professor Stephenson defined it as: "Salesmanship refers to the conscious efforts on the part of seller to induce a prospective buyer to purchase something that he had not really decided to buy, even if had thought of it favourably : it consists of persuading people to buy

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what you have for sale in making them want it, in helping to make up their minds."

In the words of Mr. Garfield Blake, "Salesmanship consists of winning the buyer's confidence for the seller's house and goods, thereby winning regular and permanent customers."

According to Mr. Russel and Mr. Beach, it is "the ability to handle the people."

Mr. William Carter defines it as : "an attempt to induce the people to buy the goods."

'Salesmanship', as per the terminology of American Marketing Association, "is an oral presentation in a conversation with one or more prospective customers for the purpose of making sales."

National Association of Marketing Teachers of America defines it as "the ability to persuade people to buy goods or services at a profit to the seller and benefit to the buyer."

To boil-down all the above expressions and definitions, salesmanship is the ability to handle the people to pandle the products. It is the science and art of understanding the human desires to pinpoint the ways to their fulfilment. It is a highly personalised service rendered by an individual of a skill, acumen and crativity to the society in the realm of distributions of goods and services. It is the oral presentation in a conversation with one or more prospective purchasers for the purpose of making sales.

OUTSTANDING ATTRIBUTES OF SALESMANSHIP

Personal selling or salesmanship is a distinct form of promotion. As a highly specialised activity, it has the following unique attributes of its own :

1. It is the oral presentation :

Though it is basically a method of communication, it is two-way as it involves direct face to face contact between salesman and the prospect. The result of such interaction depends on how deep each has gone into another and reached the height of common understanding. The main task involved in personal selling is one of matching up specific products with specific consumers in question so as to bring about transfer of ownership. Thus, it is a direct approach to dispose the goods and services.

2. It is the ability to persuade :

Basically, the essence of personal selling is the interpretation of product and service features in terms of benefits and advantages to the buyer of persuading the buyer to buy the right kind and quantity of the product. Salesmanship believes in persuation and not pressure. Persuation is the very heart of personal selling and therefore, the art

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of persuading others is the big-gun at the command of a creative salesman. It is the wit-act, acumen, skill of understanding human desires and convincing them to buy and not to compel them to buy, he impels his prospect than compelling.

3. It creates customers :

The greatest asset one can create in the business is not land and buildings, plant and machinery, nor even bank or cash balance, but the "customers." A true salesmanship stands the test of this fact and accountable for creating new and permanent class of customers. In other words, true salesman sells not goods and services but the company or the firm. It is the one which builds the reputation or goodwill of the firm. Reputation or the goodwill is the reflexion of good dealings between the firm and the customers throgh salesman and salesmanship. A creative salesman is the maison making or marring the very super-structure of the selling house.

4. It prefers "service" to "Greed" :

The real salesmanship, in its true sense, stands for service. It is he who is to serve the masters namely producers, distributors and customers. He serves the producer by relieving of the botherations of selling thus making firm to concentrate on production and production problems ; he serves distributors by making distribution easier, cosier and frictionless by his very presence. He is the lubricant in the entire machinery of distribution : he serves the most real master—'the customer'—by rendering highly personalised service by facilitating him to select the best product or service as he sees them through their eyes. He is the decision-maker for his boss.

5. It works for mutual gain :

Salesmanship is founded on the basic idea of mutual gain to the two parties of exchange. He is the link between the two ends of exchange namely, buyers and sellers. In this game of exchange, it is the other man who gains much than what he gets for his yomen service. The employer expects him to create maintain and extend the sales with profits on one hand, and the customer with ever increasing and sustaining satisfaction on the other. The role of a salesman is one of delicate, sinewal and making to the parties to the exchange where everyone stands to gain. A good salesman does not bring loss to his boss and dis-satisfaction to his big-boss namely, customer as he converts his 'needs' into 'wants.'

ESSENTIALS OF GOOD SALESMANSHIP

Personal selling is one thing and good personal selling is another. The requisites of a good salesmanship are those which enhance its value, status and estern as not only as an art science but more so as

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a profession. There can be atleast six such essentials which are by no means, fix.

1. It is free from exploitation :

Good salesmanship doesnot exploit the innocent customers. The basic objective is to generate goodwill for the selling house and to win the confidence of customers so that the customers trust, him his honesty and integrity. It doesnot discriminate between ages, sexes, caste, creed, status of a customer so far as charging the reasonable prices commensurate with the quality of good and services.

2. It avoids hig-haggling :

So long as uniform and fixed prices are charged, there is hardly any scope for hig-haggling, by the customers. However, those prices charged must be lower or reasonable. If the prices are unduly high, the customers suspect them and attempt to haggle. Under these circumstances, the salesman is to be open-minded and frank enough to establish that the prices charged are not high but uniform and are commonsurate with quality standards. In case the price concessions are granted, he must spell-out the realsons for the same if avoid the likely doubts and suspision. He never resents this consumer habit of bargaining but makes them to realise that it is a waste of valuable time of both.

3. It does away with pressurising :

Personal selling is basically featured by persuasion. However, persuasion is not pressure or pressurising. A good salesman or a creative salesman doesnot pressurise the customer to buy his products. Selling against the consumer will is crime. Good many decent and shy-customers, very often, accept the productss from a salesman reluctantly because they feel that they wasted good deal of valuable time of that salesman ; rather it is indecency to leave the salesman without a purchase. Any customer who is made to buy the goods under a pressure is likely to discontinue that salesman or that shop in due course. Pressure sales are the sales for once for all. They will not lost longer.

4. It believes in "customer is always right" :

It finds no faults with customers because, good salesmanship believes in clientele. A good salesman is one who respects his customers and trusts firmly tha this customers are always right. Taking a customer as always right implies that he is not criticized by his customers merely for the sake of criticizing the understands this. Salesman should know that the customer is trying to analyse the product from his angle and, hence, his comments or criticisms may not match with those of salesmans. Therefore, an honest and sincere salesman is one who looks at goods and services from the angle of customer, he sells through the eyes and brain of his customer. Therefore, the salesman welcomes every comment good or bad alike.

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5. It sets model for others :

Salesmanship, by very nature, is having its own status, worthiness and standing. A good salesman doesnot come down from the normal standards of his profession. Instead, he strives hard to set example to others for emulation. By his deeds and functioning, he bolsters up the very art of salesmanship in the society so that everyone in society stands benefitted. It is worthwhile to note here that every profession has an ethical standards or 'code' which are not to be insulted or sold out – but to be held high at any rate. That is, like a player, he is to obey and respect the rules of the game and the umpire.

6. It serves the customers :

The most important of all these characteristics for establishing a lasting sales relationship with the customers is the willingness to provide service. The customers should believe that a salesmen cares about them and their welfare. Successful salesman respects his custmers, treats them fairly, honestly, likes them and develops a good working relationship with them like a partnership relations, he provides outstanding service to each. The service includes wide range of activities such as handling complaints, returning damaged merchandise or replacing them, providing samples, suggesting business opportunities, advising on their sales performance improvement and developing recommendations for the future sales.

MERITS AND LIMITATIONS OF PERSONAL SELLING

Merits :

The strength of personal selling is measured in terms of the merits it has to its credit, as a distinct form of promotion. The merits worth emphasizing are :

1. *Flexibility and Adaptability.* By its very nature, personal selling is capable of providing more flexibility being adaptable. A salesman can adjust himself to the varying needs, moods, motives, impulses, atitudes and other behavioural variations of the prospect or prospects to communicate effectively and effect the sale for his boss with profit and benefits to the class of customers.

2. *Minimum Wastage.* The efforts put in by the salesman are highly focussed on a single customer or a small group of customers. The message is likely to reach them without distortion and diffusion. This is, perhaps, the greatest merit in contrast to the advertising where the ad message is released enmass resulting in message diffusion and distortion causing much wastage of promotional efforts.

3. *It is feed-back.* The salesman is, in effect, a marketing researcher. Being in direct contract with the consumers, he has the advantage of collecting and transmitting the relevant marketing information affecting his company. Such timely authentic and

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verifiable data are the bases for vital decisions, strategies and tactical adjustments. Thus, he feels the pulse of the market at no extra cost.

4. *It creates lasting impression.* The personal selling process is so direct and penetrating that lasting business relations csn be developed between the selling house and the clientele. In case of advertising, it acts like a flash of a thunder bolt from the blue. The light though very powerful, lasts only for a few seconds ; on the other hand, the light of salesmanship is like an electric current that lasts longer as it is under control

5. *It pulls through sequence logically.* Personal selling follows a logical selling process which is quite logical that matches to one's own imagination and reasoning. A saleman pulls through the consumed in the step by step selling process starting with **Attention** and ending with **Action** with interest-desire- conviction – interposed between. Thus, the customer is made to move from stage of early no-satisfaction to late satisfaction. Further, he detects the loss of consumer attention and interest and brings him back of track by repetitions and reinforcements.

Limitations :

However, all is not well with this process of personal selling. There are certain limitations which one should be aware before giving his or her own conclusion or its real worth. These serious limitations are :

1. *It is expensive.* Personal selling, as a method of promotion, is quite expensive. Getting the salesman is one thing and retaining him for the long time in the organisation is another. Further, there are no definite correlations between his stay and cost of retaining and the contributions of his, in return to the firm. However, general rule is experience has no substitute and hence, experienced sales-force is the back bone of any successful selling house.

2. *Difficulty of getting right salesman.* Through theoritically certain guidelines are prescribed for the procurement of right kind of salesman, from the pool of potential candidates, it is, really very difficult to, get suitable salesman from company point of view. The potential salesman so selected trained and placed, does assure of any loyal service to the organisation. The usual proverbial truth new broom sweeps well – that prevails.

3. *Stake in the consumer loyalty.* Personal selling is such a process – direct and close – between the salesman and the customers that consumer loyalty depends on the presence of such a salesman. The firm's fortunes are tied to the loyalty of the consumers which, in turn, depends on the very presence of a salesman. The moment the salesman moves out, the clientele drops down. It is the fact and experience of most of us as we depend on a particular salesman in a shop patronised, like a particular barber attending you in his galloon.

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4. *More administrative problems.* Personal selling involves more administrative problems than impersonal selling. Since, the firm is to deal with manpower – a driving behind sales – the firm has to meet the challenges in the areas of manpower planning, organising, directing, coordinating motivating and controlling. The solutions to these problems, even if found out, are not everlasting ; human content in management is simply unique.

RELEVANCE OF PERSONAL SELLING

There are certain marketing situations where personal selling is more relevant as it provides easy and effective answers to the multi-dimensional sales problems. The situations or the conditions favourling personal selling can be lumped into four broad categories as **Market – Product – Consumer** and **Company.** These conditions make personal selling more economical and effective. Here 'economy' means the savings brought in by matching costs of personal selling with the sales revenue generated ; effectiveness' means the ability of the method in brining about the growth of sales relevance, building up of consumer loyalty and competition combating ability.

I. The market conditions :

The special market situations that encourage personal selling are : (*a*) where a firm sells in a small local or government market ; (*b*) where the consumers are concentrated at a point through the market is widespread ; (*c*) where selling is done to merchant middlemen and (*d*) where desired agent middlemen are not available.

II. The product conditions :

The specific product conditions that encourage personal selling are : (*a*) where the company product is in introductory stage of life-cycle warranting generation of core demand; ; (*b*) where the product is of high unit value ; (*c*) where the product requires personal demonstration ; (*d*) where the product needs personal attention to match specific consumer needs ; (*e*) where the product requires after-sale services and (*f*) where the product enjoys no brand loyalty.

III. The consumer conditions :

The special consumer conditions that favour personal selling are; (*a*) where consumer buyer is not an impulsive one ; (*b*) where the consumers need immediate answers to their queries ; (*c*) where the consumers require persuasion and follow-up in the back-drop of competition and (*d*) where purchases are valuable and irregular.

IV. The company conditions :

There are certain peculiar company conditions that prompt the personal selling efforts. These are : (*a*) where the company cannot

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afford ambitious and consistent and budget ; (*b*) where the company is not able to identify and use non-personal approaches to selling ; (*c*) where the company thinks that it does with personal selling than advertising as the alternative course.

SECRETS OF SUCCESS IN SELLING LINE

Success in any line of human activity is not readymade. Certain amount of input is essential to have the output of higher degree of success. Very often, a question is asked as to what does it take for success in selling. The secrets of success in selling line can be outlined in terms of the varied experiences of successful salesman all over the world. The basic requirements for success can be as many as eight solid points. These can be called as the inputs for greater degree of success. These are :

1. Love for selling :

A successful salesman is one who loves selling, finds his line exciting, thrilling and challenging. He is strongly convinced that the product or service being sold offers something great value to the community. A true salesman has a commitment to his product or service, has a stable and trust a source of self-confidence of success. It is the enthusiasm for this selling work that pave the way.

2. Industriousness :

Love for job is one thing that speaks of their interest in the job. More interest in a given line won't take them to dizzy heights. Selling requires long hours o hard-work, day in and day out to reach their individual gaols. Every night he goes to bed, has to think and plan for the next day's work. It entails working on Saturdays and Sundays unlike others who are relaxing at week-end. A daily quota of atleast ten to twelve hours of time ingvestment and devotion is a must. It is the tolerance for hardwork that gives the green signal for higher ups.

3. A strong desire to achieve :

That way each of us has a desire to be successful. However, some persons have a much higher and stronger desire for success. Successful persons have a strong work ethic and a high need for striving hard for success by their very personality. One need not come to the conclusion that a person loves his work, Willing to be industrious and has a very strong desire to achieve and, hence, he is going to be successful. It is because, the need to achive involves persistence. Nothing in this world takes the place of persistence not even a talent or education. Persistance and determination alone are all the powerful.

4. An optimistic outlook :

No other career needs more positive attitude than sales. Successful salesman are enthusiastic and confident and constantly think of

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themselves as successful and always have a positive attitude towards their company – products – consumers – themselves and life. There are good many occasions that things do not go as they wish ; yet it is their positive mental attitude that helps them to overcome periodic slumps. The philosophy of successful salesman it that he believes himself, thinks of success, enthusiastic while helping buyers and positive in his outlook. He has positive attitude towards himself his work and the surrounding atmosphere. Optimism and hard work are the building blocks for success.

5. Knowledgeability :

Successful salesman lays great emphasis on being thoroughly knowledgeable in all the aspects of his business. This helps him in building professional image and customer confidence. He gains a broad knowledge of his time through reading and keen of observation. The study is not forced one but a self- study. He keeps abreast of local, state national and international news. The products and services that he sells become more complex with changing times and, therefore, he is to keep pace with these changes too. He acquires up-to-date ideas on selling skills. He is constantly educated on the methods of determining the customer needs an communicating efectively of product benefits to satisfy their needs. The knowledge he gains for effective sales presentation has to be rehearsed till it sounds like a natural conversation – between himself and his prospect.

6. Care for valuable time :

Another outstanding attribute of successful salesman is the careful use of time. Of the total day's time, salesman plans his day's time and uses it wisely through careful planning and weighing it for the specific purposes. Effective time management is a must. How many customers are to be called on – in what priority – what products are to be presented and how they are to be presented – all go a part of careful planning and judicious execution. Time, in terms of hours, is the some for all. But is more valuable of less valuable for the individuals as to how they look at it. Busy schedule keeps him working on and has no chance to look at other things. A good salesman gets his best of every minute at his disposal.

7. Good listening :

Successful salesman is one who talks less and listens more. He asks questions only to uncover prospect's needs and lands his ears allowing the customers to answer his questions and bring to surface their needs. This marks the beginning of their sales talk. He shows and demonstrates his products and convinces about benefits that accrue to the users. It is this ability to identify and meet consumer needs that separates successful salesman from a mediocre. Provision of a service is a must to meet customer

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needs successfully. In short, a successful salesman is to be true to statement "God gave you two ears and one mouth." That is, he should talk less and listen more for his own good.

8. Service orientation :

Establishment of lasting sales relationships with the customers is perhaps the most significant requisite of a successful salesmanship. Successful salesman respects his customer treats him fairly, and develops a good working relations with his like a partner. Existence of such cordial relationship is evident from the belief that customers have about their salesman who cares them and their welfare. He realises the fact that a customer is an asset to business on which he can build his business empire. Customers come with needs and wants and deserve most courteous attention ; customers are the life blood of business.

In a nut-shell, a person can be successful salesman through a company and personnel traing and by he proper application of his knowledge in the developing and by the proper application of his knowledge in the development of skills and abilities for benefitting the customers. He believes in himself, his products hardwork ; he wants to succeed and maintains a positive attitude towards himself and his work, he is knowledgeable, capable of planning and using time wisely, a good listener and one who provides service to his customers readily and willingly because, he has a big stake in customers and their loyalty. Thus, success is a matter of outcome of basically good targetting, working very hard towards that target set and leaving the things to good luck too.

ORIGIN AND EVOLUTION OF SALESMANSHIP

Selling, as an ancient art, is as old as human civilisation. The term 'salesmanship' is associated with the twentieth century like other words such as 'television', 'space travel', 'nuclear physics', 'gene-engineering', 'video piracy' and so on. However, the colourful history of selling and, hence salessmanship can be traced back through the ages when these salesmen were called as traders, explorers, pioneers and the world travellers. Following is an attempt to trace the origin and gradual evolution of salesmanship from early dawn of civilisation till recent times in the world setting. Certain distinct stages of development are identified for studying the gradual evolution over millions of years. These stages are :

1. Stage of hunting

Man, as the slave of nature, was to lead a barbaric life in primitive era. As a social animal he lieved in groups called tribes. These tribes were nomadic as they were to move from place to place secured living. Their needs were limited confined to food shelter and clothing. Fishing and hunting provided them food along with fruits and roots

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of jungle ; caves provided shelter and animal skins and barks of the tree their clothing. Men concentrated on hunting, fishing and protection of families and women collecting jungle fruits and roots and cared for kids. There was no exchange because each one procured his needs and no commerce and no sale and salesmanship.

2. Stage of Pedlership :

As the years rolled on, man began to learn new ways of carrying on his economic living. Instead of just killing the animals, men started rearing or nurturing them for orderly satisfaction of their needs. Animals like cows, buffaloes, sheeps and goats were domesticated to ensure regular supply of milk and meat as food and the skins of animals and wool of sheep as clothing. Domestication of animals underlined the need for plenity of grass water. This made the tribes to more with their cattle to the grass lands and water fronts. That is why, they settled on the sides of rivers, lakes and seashores. In course of time, the nomadic tribes permanently settled at fixed places and started cultivating the land. Agriculture emerged as the basic feature of economic living and hunting, domestication of animals continued as subsidiary lines. Land became the object of private ownership along with cattle. Tribes were split into families. Settlements developed into villages which become self-sufficient communities. Surplus became regular. The question of surplus resulted in exchange. The parties started depending on a middleman to dispose this surplus. It was this local 'pedler' who was the salesman of first order.

3. Stage of chapmanship :

Civilisation moved further that brought handicrafts into existence. With the growth and flourishment of these handicrafts, there emerged a pedler in the new form called 'chapman'. Chapman was a pack pedler coming from sea and river side towns who specialised in collecting the items of handicrafts and selling them to middle and upper middle class people for, these handicrafts were luxuries. In fact, he was as door to door salesman of a speciality salesman almost like modern door to door salesman. Chapman was, therefore, a salesman dealing in universal and costly items of merchandise.

4. The stage of shop-keeper :

In addition of door to door selling, some took to settled selling. The earliest stores were popularly known as 'stalls' or 'shops'. It appears that these shops or the stalls were the offspring of the early house-hold workshop. Workship meant a place where the work of converting raw materials was carried out in the background ; the front-side of it might have been used as a shop for display and sale. These early shopkeepers influnced salesmanship in different ways.

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These shopkeepers made the goods that they sold ; they did sell only quality goods as the masters in the art of making them.

5. The stage of commercial adventurers :

The chapmen and the shopkeepers were confining their dealings to a locality. In due course of time there emerged a class of salesmen called "commercial adventurers" who did take the risk of bringing these speciality goods from far off places to the fairs and werehouses in important towns. These salesmen were carvans who made crossing of deserts and oceans for the sake of good returns. These commercial adventurers made the products and produce to cross traditional barriers. This was possible because of the time, possession and place utility created by these dare-devils.

6. The stage of merchant adventurers :

Commercial adventurers were responsible for selling products domestically. These domestic producers had established monopoly through associations called the 'trade guilds'. This led to the structuring of 'merchant guilds.'. It was a challenge and a big blow to the medivial production system. Then the guilds produced on orders. Now, the system changed over to production in anticipation of orders. Though merchant adventurer was a boot-legger or a black-marketer— was known for tremendous, growth of trade and manufacturing activities on a grand scale.

7. The stage of commercial craftsmen :

In case of craft-guilds, the production was carried out strictly to the orders. It was the practice to present samples to the customers to get approval and later order. In the early stage women folk handled this task. However, craftsmen from workshop were forced to handle this work as ordertaking increased. Thus, he became a craftsman-*cum*-salesman, These crafts-men incharge of sales were known as commercial craftsmen. This is in vogue in both developed and underdeveloped countries depending on the state of affairs prevailing in a given manufacturing line even today.

8. The stage of Bagman :

'Bagman' can be rightly called as modern salesman in the true sense of the term. Bagman is a commercial traveller going on a horse back from one place to another with samples of merchandise on behalf of his employer in the saddle-pouche. With the lapse of time and change in the face of technology, today's salesmen travel by buses, trains, planes to represent their employer as the missionaries of goodwill, in locating new customers, keeping in touch with the existing clientele, thus creating maintaining and extend demand for the goods and services of his selling house and giving much desired satisfactionary

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to the customers. Thus, today, he is the hub of modern economic system where the wheels of it namely, production and distribution are monitored by him and his creative task. Today, salesmanship is not the act of cheating but a respected profession.

"OLDEN" AND "MODERN" SALESMANSHIP

The art science of salesmanship as conceived, and respected today, was not having the same connotation, philosophy, approach and attatchment. The differences in the 'olden' and 'modern' salesmanship can be explained in terms of certain features which are outlined as under :

Olden salesmanship :

1. *Manifestation of cheat.* In the past, salesmen were most unbelievable as they were known for fraud, dishonesty, chicanery. The Greeks called a retailer as 'falsifier' and Romans as 'cheat'. It was true as most of the commercial adventures were pirates indulging in vessel attacks, killing the crews and seizing the cargo ; they would go to the extent of scuttling the vessels to hide their crimes and traces.

2. *Absence of a set-price.* The good, which were dealt in did not enjoy any fixed price. It was but natural that goods were scares and the demand outstripped the supply that gave the golden opportunity to these salesmen to make hay. They did not hesitate to take full advantage of the rareity and the scarcity of the supply. The prices were unaffordable. This resulted in price hig-haggling or bargaining. One tried to streatch too much thus, one force encouraging another.

3. *Low grade activity.* Selling, like many other ways of life, was looked down upon, as a degrading and dishonest means of livelihood. The society of these days looked at salesman with contempt and disrespect. It was because, trading itself was thought as an activity of deceit and the sellers being the party to it. The position of a salesman on a social scale was one of the lowest in terms of earnings and mobility. It was considered as low grade time as the persons were to move from one place to another and person to person to make their livelihood. It was true that salesman were lowest paid employees.

4. *Absence of publicity.* Most of the commodities were sold in small general stores. Resultantly these were limited travelling salesmen ; the trading community did not rely on advertising and publicity. The methods of sale were 'sale by display' and 'sale by inspection' on the spot. Even the shops did not use attractive fixtures and furniture, artistic-decoration and paintings. The concepts of 'window' and 'counter' display were very crood in form.

5. *More an art.* Selling was taken as an art ; more so a gift than acquired skill. Accordingly, good salesmen were 'born' but not 'made'.

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There was no deliberate attempt to learn the tricks of the trade ; there was no such scientific training. It was not called a science and a profession as is done today. Thus, a son of a salesman would become a salesman by birth and family occupation. There was no deliberate attempt to identify it as a science and a profession. As a result, salesmanship did not flourish at the pace expected in the past.

Modern Salesmanship :

Modern salesmanship, unlike olden salesmanship is characterised by the features of development, refinement and modernity. Today's salesmanship is honourable, challenging, rewarding and a professional carreer. Today, he is no more a mule-back rider, but a ringer of door bells. Today's sales people are dynamic power in the world of business; they generate more revenue in any developed and developing economy than other workers in any other such single profession. The outstanding attributes are :

1. *Manifestation of commercial honesty.* 'Honesty is the best policy that rules the business world. Here, honesty does not mean judicial honesty. It stands for commercial honesty. That is, each salesman is honest and truthful to the extent he is expected to be honest. That is, he tells, demonstrates, displays, convinces by plus points of the products and services. He never blames the products of others. He says that his products are best without maligning the status of others. This approach, attitude has made the customers to behave him as a friend and a guide in making wise purchases. Customers have needs that can be met and problems that can be solved by pruchasing goods and services. Salesmen seek to uncover potential or existing needs or problems and shows how the use of their products or services can satisfy these needs or slove those problems honesty.

2. *A respected profession.* Today, salesmanship is not looked only as an art and science but as a respected profession of high order. A professional professes his art and science. A profession warrants acquisition of specialised knowledge, application of knowledge as acquired, presence and respecting of a code of conduct and service to the community than self-interest, for a reasonable remuneration. Thought on the frame-work of these essentilas and requisites, salesmanship is a profession — challenging, rewarding, respecting and absorbing. Today, successful salesmen are professional men who have mastered the art and science of selling and sales management. Today, we come across colleges and university departments which ready to groom the youngers into able salesmen and saleswomen to shoulder the responsibilities of turning the wheels of the economy-particularly the giant wheel namely, sales. Community doesnot look down upon the career of a salesman. It is an entry point and an able salesman

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may be tomarrow's sales manager, general manager or even managing director. It is a matter of interest, intelligence and industry that take him to any heights.

3. *Heavy reliance on advertising.* Today's salesman and salesmanship rely heavily on advertising– the counterpart of product promotion mix. It does not mean that he does not bank on sales promotional media. The sales performance of to days salesman is largely hinged on powerful force of advertising. If he is the versetile actor, advertising creates the stage and stage effects for illuminating success of his. He depends on indoor, outdoor, direct and promotional advertising media and media vehicles so much so that goods are presold. That is why advertising has been rightly described as "salesmansip in print." If one enters a shop to day, it is easy to realise the deep impact of promotion publicity such as window and counter display, showrooms and show-cases, fairs and exhibitions. To reach these outlets, print media, telecasting, broadcasting, film and outdoor media are a must. That is, today, the work of a salesman is much more easy and easy than before.

4. *One price policy.* With the instilled confidence and faith, the old system of bargaining is being replaced by 'one price' system. As the manufactures and dealers announce the prices of their products in advance in the advertisements and on the packages, the old system of hig-haggling is fast dying. Moreover, the changed concept of 'self-service' has revolutionised the marketing practices. Today, one who bargains is looked down up on ; bargaining is more an act of wit and represents a shilly narrow mindedness in this age of affluence and plenty. The practice of 'one price' has also resulted in other guarantees and warrantees as money back speaking of honesty of purpose and action in the consumer dealings. This has resulted in saving of valuable time of both the seller and the buyer.

5. *Widest Assortments.* The salesmanship of these days is built on maximum consumer satisfaction. The key to the improved consumer satisfaction is choice–variety and opportunity to select. Any dealer and his salesman is providing this facility of widest choice by making available on the counter a variety of products in a given product line. The choice is as to price, quality, size, dimensions, colour combinations, aroma, weights and so on. the range of selection is so wide to day that finally it is the salesman who is to help the customer in selecting a particular product. In effect, salesman is the purchase officer of a customer–a counsellor, a guide. The emphasis is on large sales volume through rapid stock turnover *via* increased consumer satisfaction.

6. *Sale of services.* Sale of services is another outstanding feature of modern salesmanship. A service is an intangible or impersonal

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activity or anticipated satisfaction which is offered for sale either as such or in connection with sale of goods. These can be broady classed as consurmer and industrial. The instances of consumer services are hotel, food, personnel care, entertainment, transport, communication, insurance and finance. Similarly, the examples of industrial services are transport, warehousing, insurance, finance, engineering, advertising, sales-promotion, consultancy and office sources. Personal selling has upper hand in promoting the sale of services both consumer and industrial services. A service salesman needs higher degree of knowledge and skill and acumen of salesmanship – for services are products and have to be considered s physical entities. You may be a consultant, a designer or an artist or an advertising accounts executive or any other serviceman in an industrial field, you must be able to position your service so that the potential buyer understands it in relation to his needs and to the competitive offerings.

NATURE OF SALESSMENASHIP

Very often a question arises in our mind as to what is the exact nature of salesmanship ? Is it a science. ? Is it an art ! Is it both a science and art ? Is it a profession ? The same questions can be twisted and asked as : Salesmen are made or born ? Salesmen are born and made ? Under such a dizzy situation, it pays to know first what these basic terms – 'science' – 'art' – 'profession'. Once we understand these and the coverage of their meaning, it is possible to classify salesmanship into any definite category.

Is it a science ?

Science is the rich fund of knowledge and experience based on research and experiments having its own generalisations which are universally applicable. Thus, science is a systematised body of knowledge having princeiples of turth or facts. It is a branch of knowledge founded on laws of nature. Thus, we have exact sciences like mathematics, physics, chemestry. There are inexact sciences like sociology, political science, psychology. In case of exact sciences the results are certain and uncharging and unfailing while in case of inexact sciences the generalisations are not certain. They change with changing situation, as to time, place and person.

In this sense, we can call salesmanship as an inexact science as it deals with human beings and human mind. It does not mean that we cannot call salesmanship a science. We can call it as science. It is because, a salesman succeds in his approach under a given situation based on his social science of learning. Salesmanship is a highly specialised knowledge having its own rules and regulations, principles and postulates. Thus, we have certain guidelines as to how to deal with a particular type of customer after sizing him up or her. There

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is good deal of knowledge that he has to imbibe of him, his products, his prospects in particular all those spheres that influence these factors of personality, products and prospects. However, there is no guarantee that a particular. solution works unfailingly as situation chagnes. It this sense, salesman can be 'made' or developed'.

Is it an art ?

Art is the practical side of sicence. Art is that branch of learning where human skill, knowledge, imagination and practice have constructive role to play. It is the art that makes knowledge more efficient or result oriented or effective through skill and acumen. Art is the act of doing the things in the light of knowledge. Art demands a knack, a skill, a dextirity or acumen that is given or acquired. Science makes human beings 'perfect. but art makes them 'exact'. Thus, we have performing and fine arts. The examples of this kind are singing, dancing, dramatics, filming, music, painting modelling, writing, and the like. In all these cases, a skill is a must either gifted or developed. Speaking on these lines, salesmanship is an art where salesman is to have the gift of gab and the capacity to win the confidence prospects. He must have the acumen of firing the imagination of prospects. He is an artist known for painting mental portraits with verbal brush and imaginative colours. If one goes by this criterion, a few persons can be successful salesmen.

Is it science and an art ?

In this practical world, a person succeeds who has mastered sciecne and marshalled the art. One is not to be only perfect but is to be exact. What is more important today, is not 'biggest' but 'latest'. Let us take a case of a person willing to learn swimming. He might have read very good literature on the nature or water hard or soft—salty or Sweet—the girth of water as shallow or deep, different kinds of strokes, timings, control over respiratory system, the rules of bouyancy and so on. With all that perfect theoretical knowledge he would not be an expert swimmer, unless he plunges into water and peddles the water for sustained buoyancy. Salesmanship is no exception to this. It is both a science and an art. A successful salesman has a command over his line of knowledge about the goods he is dealing in, the prospects and the customers he meets and about self or his own personality. A salesman without scientific knowledge of his line is sure to cut a sorry figure and curmbles not only himself but makes his firm to doom. It is the perfect knowledge that builds his confidence and venturing. Along with such a profound knowledge, he should have the marshalled art of persuading the customers, firing their imagination the knack of winning their good will. A skillful and creative slaesmanship is the outcome of long-standing experience and scientific training. The

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secret of successful salesmanship is the art of dealing with people for, people are delicates, unique and everchanging. The customers are not inanimate things to be handled like a laboratory situation and materials. Salesmans art is very much delicate and trying one, he should handle them with care and tact, skill and acumen, else he is sure to fail. Thus, salesmanship is both a science and an art. It is much complicated and insintric than exact sciences and delicate than other forms of art.

Is it a profession ?

Before coming to the conclusion as to whether salesmanship is a profession, it is essential to have correct idea of the word "Profession" itself because, it is largely misunderstood. The general connotation of this term "profession" is "an employment not mechanical but some thing that requires some degree of Skill." Profession should not be equated to 'trade' or 'calling' or a 'vocation'. The difference between 'trade' and 'profession' is that the trader carries on his business primarily for the sake of pecuniary gain, while a professional professes his art skill or acumen not necessarily for the remuneration but for service. A professional finds his highest rewards in his sense of mastery of his subject or specialisation in absorbing interest of the pursuit of knowledge for its own sake for promoting general welfare and through his contributions.

A more widely acceptable connotation of 'profession' is seen in certain requisites of its own. A calling or vocation can be called a profession if it means and includes :

(*a*) an organised body of knowledge ;
(*b*) compulsory acquisiting of this knowledge and training ;
(*c*) established and respected code of conduct ;
(*d*) standards for entry and exit—that is qualifications and disqualifications or nones and
(*e*) service to others than self-interest.

Applying this test, salesmanship has been regarded as a profession-challenging and enchanting—in all developed notions where salesmanship has been cultivated, pruned and shaped under sophisticated conditions. However, it does not mean that all salesmen in the advanced nations are professionals. Those who have exposed to the requisites of this profession by learning and training and practice can be called as profesionals. In underdeveloped countries professionalising salesmanship is a time consuming affair, it treads gradually with the divergent branches of business setting up standards and norms and identifying those who are likely to be exposed to these requisites of selling profession. The principles of salesmanship can be taught and learnt just as surely as those of agriculture, engineering,

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medicine, law or accounting. As in these and other occupations, the student is not a skilled practitioner until, he has enjoyed a wholesome amount of practical experience. However, he will become a skilled doctor or a salesman much more quickly if he first absorbs the principles.

At present, colleges and university departments, in India., are grooming the youngsters into learning of higher aspects of marketing and sales-management. The fundamentals of successful selling namely, his personality, his products, his prospects and his competitors coupled with the techniques and strategies, project him of his professional shade. It takes time to assert it as a full-fledged profession as it warrants a master-minding of theory and marshalling of the art of persuasion. Professional salesmanship is one where the salesman creates professional relations between the buyers and his master, by acting as an analyst, diagnostician and advisor on the problems of his clientele. Professional salesmanship involves discovering buyer's need for a product or a service, recommending the product or a service that satisfies the need, persuades the buyer that the price is fair, the source of supply is reliable and that he should buy now than later even after the deal, the professional salesmanship continues of show an interest in the buyer to see that the buyer gets fullest satisfaction from the product or a service.

A professional salesman, like a good doctor or a lawyer, puts service to the customer above immediate reward of an order and a commission. He examines the needs of buyers just as a veteran doctor determining the physical problems of his patients ; he prescribes the proper type or product or service to best solve the problems of the buyers ; he advises the buyers regarding the use of product or service so that they get expected benefit for the price they pay. The hall-marks of professsional salesmanship are those of creative salesmanship such as establishment of lasting relations between salesman and the custormers ; buyers are favourably influenced or impressed by salesman's job. Sales resistance is reduced ; salemen are able to make more effective sales presentations and company secures more sales and profits and the reputation.

THE SCOPE OF SALESMANSHIP

'Scope' implies the span or the coverage. In other words, scope of a subject projects the idea of the entire gamut of the study. It is the subject-matter. For a common man salesmanship might means a simple task of selling goods and services. However, salesmanship as a subject is a science and art and has reached the status of a rewarding and challenging profession. Sales of goods cover sales of consumer, industrial and agricultural goods. Such sales might be local, regional,

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national or international. These may be based on demand or demand might be created first and then the goods are produced in anticipation of demand. 'Sale' covers, to say, sale of intangible products namely, services which, may be consumer or industrial, individual or institutional. It is salesmanship, like advertising and publicity, has its creative and competitive tinges and tactics to relate to the consumers.

"Salesmanship", here, implies "successful salesmanship", Modern salesmanship works on the statement "salesmen are made than born." Hence, the subject-matter of salesmanship covers the development of sales-personality, by giving knowledge of self, his products and services, his customers and competitors. The responsibility of the sales organisation is ever, increasing and it starts with recruitment, continued by training-placement-direction, motivation-coordination and ends with control. Salesmanship encompasses the strategies and the techniques of creating and maintaining sound relations with higher ups within the organisation and with the immediate outside world namely, customers and intermediaries.

Thus, salesmanship of today, has not remained an act of 'cheating' as it was thought. It is a highly specialised activity known as a respectable profession. Today, salesman are known as the 'buying agents' or the 'purchase counsellors' for the consumers. It implies that the scope of salesmanship is far-flung than the tiny figure cut in the past. It relies on impersonal selling techniques than ever before. Thus, advertising and publicity support salesmanship and *vice versa*.

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CHAPTER 2

DISTRIBUTION

General :

In order to assess the place of a salesman in the vast field of distribution, this chapter plans to discuss the meaning and importance of distribution – channels of distribution – classification as to direct and indirect channels. Under direct channel, multiple shops and mail order units and render indirect channels – wholesalers, retailers are discussed with a touch to the topic of selection of a particular channel of distribution.

WHAT IS DISTRIBUTION ?

'Distribution' is the counterpart of production and has no meaning unless, the goods produced are distributed. Distribution means an arrangement – a system that is responsible for the percolation of goods and services from the producers to the consumers with reference to time, place, price and ownership dimensions. Distribution does not mean merely packing the goods and despatching them. It is the actual placing of goods in the hands of final user or the commercial user at right place, time and price. The system of distribution can be compared to the system of blood circulation where the blood flows from heart to the different limbs of the body through the arteries and veins.

Today, the mass production or large scale production has given us the benefits of larger, better and economical output, yet it has necessitated for smooth and easy flow of these goods and services producers to the consumers through a definite mechanism. The producers and final users are linked by the bridge of intermediaries that make possible the movement of goods and services from producers to users. These intermediaries are 'merchant' and 'agent' middlemen and facilitators. These together form a pipe- line or pipe-lines for the flow of goods called channels of distribution. A channel is the live-organ of marketing. A channel of distribution is an organised network or a system of agencies and institutions which, in combination, perform all the activities required to link producers with users and good uses with the producers to accomplish the marketing task.

According to American Marketing Association, a "Market channel" is "the structure of intra-company organisation units and extra company agents and dealers, wholesale and, retail, through which

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a commodity, a product or a service is marketed." In the words of professor Philip Kotler, it is "a set of independent organisations involved in the process of marketing a product or a service available for use or consumption." Thus, a channel of distribution stands for the path or a route trade in the direct or indirect transfer of little to a product. It is a path-way directing the flow of goods and services from producers to the consumers composed of intermediaries through their functions and the attainment of mutual objectives.

SIGNIFICANCE OF DISTRIBUTION

The significance of a well developed distribution system in any country's economy, can not be underestimated. It has its own place in the economy of a nation. Its importance can be traced in terms of following points which are outlined :

1. Human wants are satisfied :

Human life is patent example of mutual interdependence. He needs countless things which are produced or manufactured in different parts of the country or the world. Mere production has no meaning unless they are brought to the door-steps of a consumer in need. Thus, apples grown in Kashmir and Shimla, tea grown in Assam and Nilgiri tracts have no meaning unless they are moved atleast cost, in least time and at the places needed. It is distribution which make it possible. It is distribution which gives meaning to the production.

2. Eonomies of large-scale productions :

It is because the economy has a network of distribution system that the very idea of large scale production is fully supported. That is, it is the demand that follows supply instead of supply following the demand. That is, production is in anticipation of demand and is carried on mass-scale. The result is such an uninterrupted on going production makes possible larger production, cheaper production and better production. The benefits of large-scale production are transmitted to the millions through invisible hands of distribution. In absense of distribution, the things would have been much costlier, and would have been in limited quantities and even the quality would not have improved so much as production would have takes place as per orders. Today, we have the largest varieties—the choice—a mark of greatest satisfaction.

3. Price Stabilisation :

The greatest problem of every government is price stabilisation only next to unemployment. As production takes place in different parts of the country and the World as a highly specialised activity, it is the distribution that adjusts the demand and supply prices for each commodity or production service by creating time, place and possession

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utilities. A kind of balance is maintained thus, avoiding the unwanted extremes. Thus, some goods are produced in a particular season but demand is spread through out the year and *vice versa*. The places where the goods are produced, they may not be needed, these goods are moved to those places where they are needed most ; the producers do not hold them longer, hence it is the wholesalers and retailers who hold them from the time production to the time of their consumption. This concurrent interaction of demand and supply forces result in price stabilisation.

4. Vagaries of shortages are fought :

At times, shortages—artificial and natural—are experienced. Artificial scarcity conditions are the result of bad intentions of getting rich over-night by the greedy trading community and resorting to hoarding and black-marketing. On the other hand, natural factors cause long-term shortages. Shortage of rains cause famines ; earth-quakes, floods, fires and other natural calamities cause abrrupt stoppage of production of goods and services. Under these conditions of acute shortages, it is distribution that makes possible to make human life continue and comfortable, today, African countries are getting their food in spite of the accute conditions of famine. The artificial scarcity conditions are broken as soon as fresh stock arrives in the market which is our common experience during the days of strikes and other political disturbances.

5. A major source of employment :

Distribution as the counterpart of production, creates, maintains and extends good many employment opportunities-both directly and indirectly. In absense of distribution system, many more might have been unemployed and underemployed thus, additng to the economic and social arises. Today, roughly, 25 per cent of the total employment opportunities can be attributed to the distribution system in various capacities—as marketing managers, sales-supervisors, salesmen, traders, advertisers, trasnport-agencies, warehousing-agencies, insurance and soon. Millions are made capable of enjoying a decent standard of living mainly due to the gainful employment opportunities. Distribution has given birth to so many other allied lines of activities such as communication, transport, risk-bearing, financing, standardisation, grading, branding, packing and packaging and so on.

6. An agent of change :

Distribution is the true agent of change in various walks of human life and living. It is distribution that brings about interation of people, their culture leading to progress and prosperity of both individuals and the soceity and the nation in the final analysis. The producers and manufacturers get clearcut idea about future plans of production

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and hence, distribution as the system provides the necessary feed-back to the manufacturers and producers as to what are the expectations and aspirations of the consumers. It is the consumer satisfaction that lays the foundation for producers profit. Thus, it acts like a tethascope to feel the pulse of the economy and act accordingly in his own interest.

CLASSIFICATION OF DISTRIBUTION

The distribution of goods and services can be broardly grouped into two classes as "direct" and "indirect". Let us examine as to what each class means and what are its relative merits and demerits at length.

DIRECT DISTRIBUTION SYSTEM

Direct distribution or direct distribution system stands for that arrangement where there is direct contact or link between the producers and the consumers. In other words, it is an attempt to sell the goods directly to the consumers without the aid of intermediaries may be merchant or agent. The most common ways of direct distribution are selling the firms products through chain-stores or multiple-shops, mail-order units and machines. In India most of the textile units. Sheets units, luggage units arer selling their products through their own shops and establishments. There are mail-order houses which sell their products through post. Even vending through machines is gaining its importance. On all railway stations, tickets are sold by machines. Milk, coffees, soft-drinks, news-papers are also sold through machines. Before we are going to the details of these forms of direct distribution, let us note the relative merits and demerits of direct distribution system.

Merits :

1. *Control over selling policies.* It is the manufacturer who has direct and full control over sales policies and strategies which can be taken for the benefit of both the firm and the consumers where intermediaries do not have say. Thus, price policy, discount policy, credit policy, service policy and the like can be designed to the mutual benefit of manufacturer and the consumers.

2. *Best suited for consumer durables.* The products which are generally called as shopping and speciality goods which are high priced, durable and enjoy require features, need good deal of consumer education of these features, merits, benefits and care. These are the products where unit profit margin is high. These require heavy doses of sales efforts at the point of sale. Hence, it is the direct selling that is more paying than indirect methods.

3. *First-hand information.* The success of a producer or a manufacturer depends on his ability to keep in touch with the authentic latest and first hand information about the changing dimensions of market namely, consumer number and likes and dislikes so that his

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product or products can be moulded to the requirements of consumers. Such first hand information he can get when he is very close to the consumers. Thus, it is the direct distribution system that makes possible better and clearer understanding of consumer and producer problems for mutual benefit. In case of indirect system, the communication gets delayed and biased to the detriment of both the producers and the consumer where middlemen meddle with the free flow of the information.

4. *Cash dealings.* In modern days, one can not think of hundred per cent cash sales. Credit sales are as must as these are the days of credit economy. One can not be so rigid as to the terms of deal as purely on cash basis. It is because, there prevails competition and not the monopoly. Even if you are strict, the competitors capitalise on it by granting liberal credit and compete away your business. However, there are greater and better chances of increased cash sales in case of direct distribution than in case of indirect distribution system. Instead of giving credit to wholesalers and retailers and fabulous discounts, producers can sell on cash basis to the consumers at much lesser prices. As a result, both producer and the consumers are happy.

5. *Sale in bulk quantities.* There are good many articles which are termed as 'office' and factory supplies where unit prices are low and even the profit margin is low, but are bought in bulk. The examples of office supplies are various kinds of paper, inks, pencils, carbons, ribbons, oils, gums, staples, eraser, lack, blank tape or casttes and the like. The instances of factory supplies are cotton waste, furnance oil, acids, chemicals, liquid soaps, bleaching powder, napkins, towels, belt-fasteness and the like. Normally, these are the items which are bought by institutional buyers in bulk mostly once or twice a year. Here, the direct distribution is worth while to try and gain than to leave the things to the inter mediaries.

Demerits :

1. *Heavy Investment.* In case the producer goes in far direct distribution system, he will have to make heavy investment in terms of treasure and talent in building a wholetime department consisting of an army of salesmen and host of other administrative trail. Further, he should have his own warehousing and transportation facilities in addition to have shops or establishments in different parts of his sales-territory which cover a state or a region or even a country. All this needs heavy doses of initial investment of both talents and treasure.

2. *Problem of unweidly management.* The manufacturing or producing the products is itself an upheal task having its own problems and issues. Conversion of raw-materials into end products is the most laborious and cumber some process. With these, if the producer thinks of taking up the responsibility of distribution also he adds to his existing

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burden and multiplies it to his failure. The management becomes unweidly thus dividing and diverting his energies, resources and talents over two diametrically opposite activities. To do full justice to any thing one should go by specialisation that benefits him and other too. Here, he cannot do that as the knows production but not distribution. Infact, distribution is much more ticklish and challenging than production.

3. *Nature of products.* There are good many consumer products with low unit selling price and lowest margin where the manufacture cannot do the work, with economy and efficacy. Thus, most consumer staple products such as soaps, detergents, biscuits, chocolates, sweets and toffees, match-boxes, cigarettes, shampoos, face-powders and creams and the like, where it pays to employ middlemen who can meet the small and intermittant needs of consumers at convenient locations. A manfacturer, however, big he is, is forced to rely on the paraphernalia of intermediaries. Otherwise, unit cost of, managing the show would be one of the highest whereby neither the producers nor the consumers will be well off.

4. *Consumer preferences.* Majority of consumers prefer to buy their needs through the local dealers than directly from the company manufacturing. It is through exclusive dealers or agents that individual as well as institutional buyers obtain their needs duly fulfilled. Thus, a person in need of offie furniture says Godrej, would prefer to see local authorised dealer than contracting directly the manufacturing units at Bombay, Calcutta, Delhi or Madras. Consumers have more faith in their immediate dealers as they can contact them for after-sale services and complaints, if any.

5. *The consumer satisfaction.* The method of distribution to be followed hinges on the extent of consumers to be met and satisfied. If the manufacturer has a limited and highly concentrated class of customers, then it works cheaper to have direct distribution. Thus, a local baker to a confectioner or a hotel-keeper can think of direct distribution to his customers coming within his local radius, in most cases. Even if, up-country service is expected, it can be met, if customers come to the locality. However, it is a rare case. In majority of cases, the demand is to be met through intermediaries as number of customers exceeds the normal limit.

FORMS OF DIRECT SELLING :

As noted earlier, there can be four possibilities of selling directly to the consumers, namely, selling through own shops, selling through post, house to house selling and mechanical vending. Let us examine what they mean and what are their relative merits and demerits.

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I. Selling through own shops :

Most of the manufacturers in textiles, leather wares, moulded luggages, we come across such an attempt to sell directly to the consumers. This system is called as multiple shops or chain stores. A chain stores or a multiple-shop system is based on the idea of central ownership and management for decentralised selling. It is a unit which has a number of shops spread over, the nation or a region under central ownership dealing in limited lines of products. This is an attempt of manufacturers going nearer to the consumers. The best examples of this in India are Batas, Carona, Flex, and Swastik in case of shoes, retail shops opened by taxtile mills such as Tatas, Arvinds, Binnys, Mofatlals, Bombay Dyeing, Vimal and so on in case of textiles, and VIP and Safari moulded luggage units in luggage line. Such an attempt to sell directly has the following relative merits and demerits.

Merits :

1. *Consumer vicinity.* The consumers of a particular locality get the products of known companies in their locality. It is because, the manufacturer is coming nearer to the consumer instead, the consumer going near to the producer. It implies the consumer caring by the manufacturer for saving their valuable time and trouble. Consumer vicinity can also be a point of direct link to know the problems, issues, compalaints and suggestions of consumers. Even the consumers can easily understand the problems of producers for mutual benefit.

2. *Cash and carry terms.* Chain stores or multiple shops sell on "terms cash" and, hence there are no problems of bad debts and maintainance of track of credit consumers. This is, perhaps, the greatest advantage of these chain stores. Really, it is a commendable as these are the days of credit. Cash dealing has its own advantages to the customers too. Infact, they get their goods at much lesser cost than buying on credit. Again, there is a psychological truth that afterall he is a hardcash consumer so that he need not gowdown for small amounts to the dealer.

3. *Economy in publicity.* In case of chain stores, the showrooms, showcases, windowdisplays, counter displays are identical which results in bulk advertising, publicity and promotion. As a result, the costs are reduced and advertising is made more effecting. One can very easily identify a Bata Shoe Shop, a Bombay Dyeing Showroom, or a VIP Luggage selling unit as they have unique planning and presentations, symbolism and display. Such an attempt creates tasting impression on the minds of prospects and consumers. The advertising is most effecting because, these units are known or product features, merits and benefits and the consumer service.

4. *Merits of quick turnover.* Both the consumers and the

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manufacturers stand to benefit by the quick turnover. Quick turnover is the result of concentrated sales efforts as the selling unit speaks of its own products and there are no competitors products. Consumers stand to benefit in terms of fresh stock and reasonably low prices. Even the manufacturer gains as he earns much more than he would have earned through the dealers and agents. Quick, turnover, also reduces his investments in investories and material, losses in such lockup.

5. *No dependence.* The manufacturers are the kings as they can decide every thing that affacts their line of activity. He is not at the mercy of the middlemen. The fortunes of manufacturer are not decided by the intermediaries. He can go to any extent or any height depending on his abilities and resources at his command in terms of treasure, talents and time. In any line of business too much dependence on others is dangerous. Self reliane or the opportunity to controrl others is a deciding factor.

Demerits :

1. *No consumer credit.* Mostly the chain stores work on the principle of "cash and carry." This deprives the firm the collossous class of customers who are willing to buy on credit basis. These are the days of credit and hence, to that extent, the sales turnover and therefore, profits are reduced. Of course, there is risk of bad-debts and credit management, yet the firm can earn a decent return on investment and efforts if credit is supported by the side of 'cash and carry' idea. In the days to come, this "terms cash" may vanish totally.

2. *Consumer Satisfaction.* Consumer satisfaction is likely to be enhanced when the firm gives the widest choice through varieties colour combinations and assortments. Unfortunately, since competitive products and their varieties are not stored, consumers are handicapped to that extent because, they have to get satisfied with, whatever, limited assortments of the firm are available. It is the usual complaint of shoes purchases now the Bata chain stores do not have the varieties they like. Same is the case with textiles, luggages, more or less. That is, unless the product is made in great variety to attract wide market, this type of decentralised selling fails.

3. *Hosility of traders.* For every line there are competitors. It is but natural that the firm is to face the wrath of hostility of traders in similar lines. Bata shoe company has very strong competitors such as Carona, Flex, Swastick, Action Shoes, Foot Prints, Paragon and others. Again, there are good many quality producers whose products are not branded take away sizeable part of the cake. Unless each company tries to adopt to a very great length, they are forced of face this situation.

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4. *High cost of operation.* Each unit has its own overheads particularly adminstrative, accounting, collections, packing, publicity and delivery. Of course, there is economy in promotion and publicity as it is common for all the chain shops. However, other overheads are really very high that makes the consumers to pay a pretty high price. Such firms will have to pay very high rests to get a convenient location. Special taxes, rates are to be borne being in a particular post locality.

II. Selling Through Post :

Selling through post is known as mail order selling. This is a form of direct selling where the customer's attention is drawn through advertisements, circular letters, sales letters and literatures sent to them through post. Thus, ordes are booked from the interested parites and goods are supplied through post. This is known as V.P.P.– value payable by post. It works in the idea of P.O.D.– payment on delivery. A manufacturer doing business render this form, prepares first the 'mailing test' a list consisting of names and addresses of actual and potential customers through various reliable soures such as directories, inquiries, local dealers, member lists of clubs, associations and the like. Then the sales literature and circular letters, catalogues are sent to them from time to time. Along with these order forms are also cent. The interested or the convinced customers place orders and these orders are processed and executed. The success depends on having up-dated mating list and constant follow-up to convince the prospects and to convert them into the customers of loyalty.

Merits :

1. *Goods at door-steps.* The consumer has the advantage of having the goods at his doorsteps. The need not waste his valuable time and money on visiting the shopping centre. In cosmopolies and metropolies, the congested markets, traffic rules, non-availability of suitable parking cost, all make the shopping centres inacceissible to the consumers. In such uses, this is the best suited method. Even in some advanced nations stropping is a real ordeal where they are to cover a pretty longer distance from their homes.

2. *Economy in dealings.* Both the manufacturer and the consumers are benefitted in terms of economy as there are no selling costs, particuarly on salesmanship and commission to the dealers. Even the customer saves in terms of transport costs and valuable time as there is door delivery.

3. *Least Investment.* Opening a mail order section is not at all a costly proposal. There are no investments in showrooms, show-cases, display materials and so on. It is a simple office with a skeletons staff up-dating mailing list and getting order for their execution after

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packing. The investment to be made in is in the form of sales-literature, brouchers pamphelets and catalogues. Practically, it means that it warrantss maximum investment.

4. *No danger of bad-debts.* Mail order business works on the principle of P.O.D.—payment on delivery. The postman hands over the articles only on payment to the person concerned. Thus, there is no botheration of collection and head-ache of likely bad-debts. This is perhaps the greatest merit to the operator of mail order business carried on any scale.

5. *Effective publicity.* The sales effort is entirely in the hands of the manufacturer from the time he generates the order till he receives the payment. Therefore, he can handle it the way the wants. Therefore, he sees that the catalogue that is sent to the prospect does not go waste. The constant and timely hammering works well. It is the sales literature that reminds the recipient the story of the product and the seller again and again till the decides to buy or otherwise of the offer.

Demerits :

1. *High costs of keeping track.* As there is no personnel contract between the parties of exchange the work starts with consumer location identification, publicity and follow-up. Much of the advertising fails as there is possibility of no reply's or there many be idle inquiries. These days, the postal charges have go up beyond ones imagination. An order is being converted from mere enquiry—lakes four to eight rounds or postal contacts. Thus, much of the sales literature is wasted without encouraging response.

2. *A conditional success.* Mail order business presupposes the existence of efficient and economical postal service in the country and that the customers are literate to the extent of receiving, reading and replying the enquiries. Again, all products can not be sold through postal medium. Only those items which are popular, small, hight, compact, of high value are most suited. The examples are branded chemicals, patent medicines, footwares, jewelleries, leather goods, ready garments, pens, watches and loiletaries. Moreover, no manufacturer can think of selling his products only through post.

3. *No personal touch.* In case of direct sale, personal touch is the key factor in successful dealing which is present by its absence. People, therefore, hesitate to trust this practice. They look as it as a prolific source of cheating. It is because, goods are passed on to the consumer only on payment and the customers can ask the postman to take it back on the spot it dis-satisfied even though he has the right to return the goods, the after-sale settlement is a nuisance.

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4. *Loss of customers.* Basically, there is no personal touch between the selling house and the customer. Hence, the causes of failure in effecting sales can not be found out easily. As dealings take place through post delays are quite common, causing inconvenience to the customers. Replacement on return, is really a problem. There is scope for cheating also. Further, as there is no credit facility, good deal of customers are lost.

III. House to house selling :

Instead of keeping stock of goods in certain fixed places and inviting the consumers to come to the selling outlet and buy, the goods are sold by house to house convassing, right at the door steps of the prospects. It is a modernised peddling. Here the selling house employs large number of salesmen for a particular sales area. The articles of general utility, such as metal polish, brushes, dusters, articles requiring effecting demonstration such as vaccum cleaners, water purifiers, soda- makers and certain services such as life insurance, saving schemes and educational services. Even poultry and dairy products have a good potential for such door to door selling. House and house selling has its own merits and demerits.

Merits :

1. *Assured clientele.* The house to house canvassing makes it possible to have assured clientele, once the demand for a product or service as created. The customers are not lost to competitors as the selling house has won over their hearts by the first impression. Thus, there is a possibility of loyal customership.

2. *Door-step service.* Consumers like this method as it is most convenient to buy the goods at door step that too the products of an established house. There is a direct touch between the seller and customer and the complaints and adjustments are managed well.

3. *Keeping abreast of latest trends.* The selling house gets first hand information from each customer about the products and services as to the consumer feelings and impressions so that necessary changes can be brought by modifying the product taste, colour, size, demensions, design and even package. There will be constant effort to adapt to the changing circumstances.

4. *Credit-facilities.* As there exists continuous relationship between the selling house and the customers say, in case, if poultry and dairy products or loiletories, the goods are sold on credit depending on the earnings and earning pattern of a customer. Such credit may be for a day, a week or a fort-night or a month. Such credit sales, well calculated, multiply the sales and earnings for the selling house.

5. *Least Investment.* The selling house need not invest like a chain-store in real estate, fixtures and fittings. The investment is in

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the form of effective sales army. The success depends on the ability of salesmen and quality of salesmanship. Even the company need not spend heavily on publicity or promotion. It is the door to door canvassing with demonstration that does the work of publicity and promotion in an effective way.

Demerits :

1. *An expensive method.* House to house selling is an expensive distribution method. The sales array is to incur heavy travelling expenses to contact the customers. This also adds to the final price. The consumers may not grumble over this as goods are supplied right at their door steps. However, unit selling cost works out much higher.

2. *Sales-force maintenance.* The entire success of house to house selling rests-on the quality and number of salesmen. The company has a greater responsibility of recruiting, selecting, training, placing, remunerating, co-ordinating and controlling the sales-force and its activities. A sight slackness is sure to sap the very victory so contemplated.

3. *All products unsuitable.* There are good many articles which are bought by consumers at convenient locations and outlets. House to house selling may not give wide choice. Where the consumers are interested in price range, variety and the widest assortment, this house to house selling is not encouraged. Thus, if one wants buy, cloth, watches, shoes, leather products it is a fixed outlet selling that product or products has a upper hand because, it provides comparison for better and wiser selection.

4. *Loss of Competitive Advantage.* The customers are moving in the same old groove for longer time. They are not exposed to competition. The customers do not have the chance of taking competitive advantage as they are tied to a typical service pattern of the selling house. It is like patronising a particular barber, a mechanic or a family doctor to whom the entire businss for years is tied.

IV. Mechanical Vending :

Machine or mechanical vending or selling is tried by manufacturers or the producers in certain product lines. This is mostly applied to advanced notions where labour is relatively costliser factor of production and distribution. Certain items of routine type are being sold through machines. Mostly new's papers and magzines, tea, coffee popcorn, soft-drinks ice-cream cups and cones, travellers tickets. Even, paid telephone booths and weighment machines are of this kind of late, entertaining through video-games, cassettes, discs are seen. This mechanical vending is getting popular as a fashion in developing countries.

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Merits :

1. *No need of a salesman.* Once the machine is fed with the requisite quantity of stock for sale, it carries on its own. The working of machine depends on its capacity. It attends to the customer on its own on payment.

2. *Cash terms.* Mechanical vending works on tendering the exact price of the article and hence, only on insertion of the coin or coins of a certain denomination it releases the article. Thus, there is no danger of bad-debts. Even it passes on respect, if need therebe.

3. *Honest service.* As a mechanical device, it renders a standardised service to one and all not making any difference. Such an accurate service one would not get from highly trained salesman. The service rendered is one of untiring and continuous.

4. *Source of amusement.* Mechanical vending is a protific source of amusement to children. It is reatly enchanting for the children to insert the coin and get the article. One can keep away the children busy on these counts and counters white carrying on their job.

5. *Economical selling.* The selling expenses are the least as the costs are of machine feeding and maintenance. Only thing as that it should run regularly. The costs per individual served works out the bare minimum. It is because, it is based on standardized pattern of functioning.

Demerits :

1. *No credit.* Mechanical vending is designed on the principle of "terms cash". Consumers, therefore, are deprived of credit sales. Of course, it may not be the fault of the machine. It can sell even on credit. However, so far, it is working on hard cash line than on credit.

2. *Heavy investment.* The manufacturers are forced to invest in these vending machines to be installed in different parts of the city and in different parts of the region or the area of operation. Thus, it is going to be a venture of heavy initial investment. Further, these are maintenance expenses. Further more, the junk value of such machines after their discarding is very low as they are highly specialised machines to perform a specific work or task.

3. *No personal touch.* However a standardised machine may be, there can not be personal touch like a natural salesman. The position of a customer will be like a man cought in "modern times" of Charlie Chaplin. Again, no machine is going to hear complaints for a customer.

4. *Feeder services are essential.* A machanical vending machine has a difinite capacity to some the customers. Therefore, it is to be fed, with the stock regularly, the money collected is to be cleared. Mechanical defects are to be corrected right in time, else customers

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with run away from mechines. It is usual experience of a person phoning on public paid telephone booths.

INDIRECT DISTRIBUTION SYSTEM

As noted earlier, indirect distribution system is one which is quite opposite of direct distribution arrangement. In other words, indirect distribution is an arrangement under which the manufactur er and the consumer are linked by wholesaler, retailer, on a dealer otherwise known as functional agents. The most common channels can be sale to the customers through wholesalers to retailers to customers and another through retailers to consumers. There is no need to elucidate the merits and demerits of indirect distribution as it suffices to take the advantages of direct distribution as disadvantages of indirect distribution and *vice versa*. However, it is essential to know the relative merits and demerits of each channel and channel form.

I. Selling through wholesaler :

Wholesale trading means marketing and selling merchandise to retailers, to other wholesalers or individual, commercial, professional or other institutional users in contrast to selling the house-hold consumers to individuals for personal use or to the farmers. Thus, wholesale trader is one who sells to other middlemen, institutions and individual buyers fairly in large quantities. To be very plain and simple, wholesaler is a trader who purchases goods in large quantities from manufacturers and resells them to retailers in small quantities. A true wholesaler is neither a manufacturer nor a retailer but the connecting link between the two.

Distribution through wholesaler is the traditional method. Though many manufacturers market their products under their own brand-names and have cut off the wholesaler from their distributive schemes, still wholesalers have the strong hold over proprietary goods and are playing indispensible role in distribution of bulk, unbranded goods. There are countless producers of unbranded goods who take little part in their distribution, their relying on wholesalers to sell his output the way and the price he thinks best.

Functions and Services of Wholesalers :

Wholesale trader performs a number of functions in the process of mareting goods or them, the most important ar eight which are outlined as under :

1. *Assembly and Buying.* Assembling implies the collection of small lot, scattered agricultural production for the economic bulk handling, it also measures bringing together the stocks of different manufacturers producing the same base of goods. Buying, on the other hand, comprises of the activities of selection of manufacturers and placing

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orders with them and making special purchases in case of seasonal products.

2. *Warehousing.* Warehousing or storing is closely related to the function of assembling. As there is always or gap between time periods of production and consumption, they are to be held and preserved. This involves capital lock up plus risks. This ware housing by wholesalers relieness both producers and retailers of the problems of storage.

3. *Transporting.* In the process of assembly and warehousing and resale, wholesalers do undertake transportation. If goods from producers to their warehouse and back to retailers. What is more important is that this transportation is done on most economic lines, either through their own fleet or through hired common carriers for the benefit of the parties.

4. *Financing.* Wholesalers undertake market-financing. They grant credit on liberal terms to the retailers on one hand and reduce the financial burden of the manufacturer by taking early delivery of stocks from their factory floors. The very fact that they grant credit is as good as granting credit to final users on behalf the manufacturers.

5. *Risk bearing.* Risks are inherent in business which are to be borne and shifted. The wholesalers bear the risks of loss of change in prices of damage, of deterioration in quality, of piferage, of theft, of fire and so of the goods held in storage. They also shoulder the risks of non and vender payment by the retailers. Thus, risk, bearning is the part of their game.

6. *Grading, packing and packaging.* Grading is another function of wholesalers whereby they sortout the stocks in terms of differing sizes, qualities, shapes, moisture contents, colours, weights and so on. Bulk breaking is done with a non of meet the small lot requirements of retailers orders.

7 *Dispersing and Selling.* The goods assembled and held in stock are meant for dispersion and sale. It is the retailers who buy from these wholesalers. Similarly, wholesalers do have their own sales-army moving to retailers in collecting orders.

8. *Provision of market intelligence.* Wholesalers are the vital link between the retailers and the manufacturers. They provide relevant and up-to-date information to the retailers affecting their trade interests, so also reciprocate the same to the manufacturers as to, whatever, retailers feed them on changing market conditions useful for the wholesalers.

Services :

Wholesalers render some useful services to both the manufacturers and the retailers, while performing the about described eight functions. These are :

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I. Services to Manufacturers :

1. *Economies of scale.* Wholesalers buy in bulk then in small lots. Bulk-selling for the manufacturers brings the benefits of economics of large scale production because, bulk-selling supports bulk-manufacturing.

2. *Saving in time and trouble.* Wholesalers collect orders from large number of retailers on behalf of manufacturers and supply them goods in small-lots. This relieves the manufacturers from the wastage of his valuable time, trouble and treasure. Thus, he can concentrate on his production problems than distribution.

3. *Regularisation of production cycle.* The wholesaler gives the actual and potential demand conditions, being in close contact with the retailers. Further, manufacturers can keep production a continuous activity because, the wholesalers act as the safety volve to match the seasonal demand and regular supply and seasonal supply and regular demand.

4. *Better use of capital.* In absence of wholesalers, every producer or manufacturer would have been forced to maintain huge stocks which means capital lock-up in addition to the risks of loss of various kinds. Now he is using those funds in production because, wholesalers have taken the work of stock-holding as an indispensible responsibility of their own.

5. *Price stabilisation.* In absence of wholesalers, there would have been violent price fluctuations thus harming the legitimate interests of consumers and manufacturers. It is the wholesalers who match seasonal demand and supply to regular supply and demand. It reduces the vagaries of excesses and extremes of price fluctuations.

II. Services to Retailers :

1. *Stock replenishment.* By very nature, the retailer is to carry on wide variety of goods in small-lots to meets the varied requirements of consumers. He has neither sufficient space nor finance to do so. It is the wholesalers who help him to have the stocks without commitment to space and finance to his advantage.

2. *Saving in cost and time.* Retailers save good deal of time and cost by placing orders with the wholesalers than the producers or manufacturers directly. In effect, a retailer contacts many manufacturers as a time through a reliable wholesaler.

3. *Economy in transport and packing.* Retailers get their requirements right at their door steps at least cost because, wholesalers are the bulk-buyers and movers. Expenses of packing and packaging would have been much higher if done on small scale by the retailer himself. The greatest advantage is that all the varieties required by retailer are available in a single pack or consignment.

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4. *Better use of limited capital.* Retailers replenish their stocks as and when they require with the ready stock held by the wholesalers. In absense of wholesalers, retailers would have been forced to hold larger stocks of the wide variety of products involving huge capital lock-up and risks of losses in variant forms. These risks are reduced, as he holds a small quantity over a lesser period. He gets liberal credit too.

5. *Expert knowledge.* Wholesaler being specialised in a particular line or lines, has the expert knowledge and experience on the changing market conditions. This is passed on to the retailers on which they can capitalise. The wholesaler brings to his notice new products, undertakes sales-promotion the advantage of which goes to retailers in the form of increased sales and profits.

II. Selling Through Retailers :

Retailer is one whose business is to sell to consumers a wide variety of goods which are assembled at his premises as per the needs of the final users. The term 'retail' implies the sale for final consumption rather than for resale or for further processing. A retail trader is the last link between final user and the wholesaler or the manufacturer. Retailing comprises of all those activities directly related to the sale of goods and services to the final consumers for personnel or non-commercial use. Thus, retailer is that merchant intermediary who buys goods from preceding channel members in small assorted lots and sells them in the lots required by the final users.

FUNCTIONS AND SERVICES OR RETAILERS

Functions :

Retailer as the last link in the chain of distribution, performs good many marketing functions of all these, eight are very significant which are narrated below :

1. *Buying and Assembling.* A retailer has to asseble products from different manufacturers and wholesalers as he is to stock wide variety of products to meet the varied and small requirements of large number of customers. This assembling is possible through the process of buying. Buying is a continuous process involving selection of the best and the most economical and dependable source of supply.

2. *Warehousing.* Retailer is a safety volve releasing the goods in quantities of different varieties and price changes according to consumer needs warehousing makes possible holding the stocks between the consumer, demand and wholesaler or manufacturers supply conditions. It is possible to have adequate and uninterrupted supply of goods.

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3. *Selling.* The final aim ; as to sell the products so bought and held by him. Retailer is rightly called as the buying agent of consumers. He is the means to dispose the goods to the consumers for producers and wholesalers and collect the sales revenue for them. Successful retailing needs good deal of creative and competitive salesmanship tactics.

4. *Risk-bearing.* Risk-shouldering is the basic responsibility of a retailer of risks aising out of physical distribution and changes in prices. These are unavoidable as he holds sufficient and variety of inventories from the time they are bought till they are sold to the consumers. The risk of loss is seen in number of forms both natural and man-made causes such as fire, flood, cyclone earthquake, spoilage and deterioration due to changes weather conditions, changes in fashions and so on.

5. *Grading and packing.* Retailers to undertake secondary or second-round grading and packing activities left by the manufacturers and wholesalers. Classification into different grades and lots is quite common. As he sells in loose packs and very odd lots packing assumes a particular significance. Such packing can be highly standardised or can be as per the individual requirements of specifications.

6. *Financing.* In the whole scheme of marketing, the contribution of retailers is really worth emphasizing inofar as consumer financing is concerned. This financing consists of credit granted on liberal terms to the consumers, investment made in large variety of stocks, expenses of holding the stocks, salaries and wages of selling and allied employees and other trading expenses.

7. *Advertising and publicity.* Retailers are the best agents to advertise the products, ideas and services. In collaboration with wholesalers and manufacturers, they do undertake shop display distribution of sales literature, introduction of new products by recommending them strongly. As the appropriately put, the consumers rely on them as their buying agents.

8. *Supply of market intelligence.* Retailers enjoy really enviable position in so far as collecting inforamtion from the horses mouth. As they are in close and constant touch with the consumers, they keenly observe, study the consumers, their behaviour changes in tastes, habits, tastes, fashions and the likely effect of these on the consumer demand. This collected information is passed on to the wholesalers and manufacturers for their perusal and necessary action.

Services :

While performing the functions of trade, retailers do render valuable services to both the manufacturers and the wholesalers including, of course, consumers.

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I. Services to Manufacturers and Wholesalers :

(1) *Offer opportunity.* Retailers give the manufacturers and the producers the opportunity of presenting their products to the consumers by the providing the necessary rest through access.

(2) *A big relief.* The manufacturers and wholesalers are really relieved of the head-breaking off-job of retailing to the countless and scattered individuals in small and odd quantities. Thus, they can concentrated on their basic problems.

(3) *Provision of information.* Retailers do provide the wholesalers and manufacturers with the latest consumer movements – both physical and psychological – having deep bearning on consumer demand. It is easily possible as they are in direct and constant contact with the consumers.

(4) *Reduction of risks of loss.* Being the spokesman of consumers, they warn the producers as to what to produce ? how much ? of what quality ? in what price range ? when ? and for whom ? This makes the wholesalers to stock only those products which are needed by the consumers thus, reducing the risks of possible loss.

II. Services to Consumers :

(1) *Widest choice.* Retailers assemble products of different varieties from good many producers enabling them to have the widest choice as to cost, quality and other dimensions that on have their satisfaction.

(2) *Relief from Storage.* In fact, retailers hold the goods on behalf of consumers. Being at convenient points of location, with suitable stock assortments and in convenient lots, the consumers have ready access to the store. Their capital lock-up is reduced in addition to the material loss that is likely to arise in the course.

(3) *Extra Services.* Many retailers grant extra-concessions and facilities such as door delivery, telephone orders, credit sales, return or replacement of goods found on suitable to the customer. They do take trouble of accomodate the personnel needs of the consumers.

(4) *Supply of information.* Retailer is an expert advisor as to what to buy ? how much to buy ? when to buy ? He advices his customers on all these matters of sinewal importance. He introduces new products that are better than those already in vogue thus, adding to the enhanced consumer satisfaction.

FORMS OF INDIRECT SALE

In case of wholesale trade there can be a full-time wholesaler, connector and a drop-shipper. In case of retailers, they are decided and subdivided into several categories. First, these retailers may be itinerant and fixed shop retailers. In case of itinerant type, the possible

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sub-forms can be—hawkers and pedlers, street traders, cheap-jacks and market traders. In case of fixed shops, they may be 'small' or 'large' ones. Again, these 'small' shops may be general or specialised and the 'large' shops take the shapes of departmental stores and multiple stores, one price shops, cooperative stores, mail-order and supermarket units. Following is the brief reference made to departmental stores as already we have touched chain-stores, mail order selling and own retail outlets.

SALE THROUGH DEPARTMENTAL STORES

Mostly the manufacturers find it difficult to sell directly to the retailers because, it works out more economical and convenient to sell through wholesalers. However, some manufacturers do sell through large-scale retail organisation namely 'departmental stores'. A 'departmental store' is a large retail outlet having under the same roof a number of departments, each devoted for the supply of a particular product or a product range. It is a retail organisation that deals in wide variety of merchandise grouped into a well defined departments under central control. It is a fine combination of a number of single line single under a single roof and unified control. France is considered to be the mother country of departmental stores where the worlds first store was established in 1852 in paris called "Bon Marche". Other famous examples are "Louvre" and "Printemps". In India too we have such stores in metropolies. Akbarallys, Sahakari Bhandar of Bombay, Super Market of New Delhi, Spencers of Madras and Gupta's Bangalore.

MERITS AND DEMERITS :

Departmental stores as a large scale retail organisation has its own merits and demerits arising out of its ownership, administration and control.

Merits :

(1) *Widest choice under a single roof.* The consumers have the opportunity of selecting the goods of their choice that too for all their requirements under a single roof. Departmental store is known for selling 'A to Z' goods under a single roof. Almost a product ranging from Aspirin tablet to zippers.

(2) *Service to customers.* Departmental stores are known for extending services to customers such as liberal credit facilities free delivery at door steps, acceptance of telephone orders, replacement or refund for goods returned. They do produce rest-rooms, play-room for children, nurseries, restaurants, information bureaus, postal and banking counters, entertainment points of video games and film and the like.

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(3) *Economies of large scale buying.* Being a large scale retail organisation, buys its requirements in bulk and on cash basis that too with expert's help. It increase profits to the selling house and price concession to the customers.

(4) *Large turnover.* The departmental stores are located in metros and cosmos in a posh and popular shopping complexes of the cities. Convenient location, large varieties of stock, liberal grant of credit, free delivery, fair treatment—all go to attract large number of customers. The daily collection runs in lakhs of rupees—having a side credit sales.

(5) *Extensive self advertisement.* Of all the retail organisations, departmental stores spend heavily on advertisement, sales-promotion and publicity. The major amounts go in the form of sales-literature, window and counter-displays, packaging advertisement. Again, as there are countless departments, and department advertises another and this encourages impulse buying as customers are to pass through one department to another at one time or the other.

Demerits :

(1) *High cost of operation.* The cost of running the show is very high. Extensive and expensive services facilities extended, heavy advertisements, high administrative and sales overheads—all lead to high cost of operation and the customers are to pay through their noses in the form of high prices.

(2) *Absense of vicinity.* Departmental stores are not nearer to the residential areas of the customers—particularly those who are widely scattered. Departmental stores want the customers to come to it unlike chain-stores which attempts to go nearer to the residential areas of customers. It implies that a special shopping effort involving wastage of good deal of time and energy and money too. As a result, the departmental stores lose their business to small retailers who are in the vicinity of customers.

(3) *Problem of supervision.* Management of departmental stores is not a joke. It has countless departments under a single roof—each specialising in a product range. There will be a major problem of supervision and control over the work performance of large army of salaried employees. The success depends on their honests and integrity. Absense of faith and mutual trust makes department store to doom.

(4) *Lack of personal touch.* In all big organisations, the consumers do not get the treatment they deserves. They are lost in the rush. If it were a small retailer, the treatment would have been personalised. As a result, the departmental store's liberal services are abused. That is, good many customers take undue advantage of these extended services.

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WHOLESALER'S AND RETAILER'S SALESMEN

The customers of wholesalers are the retailers and, therefore, the salesmen of wholesalers are to be in regular contact with there retailers and persuade them to stock the goods of the wholesaler or his brands. He is a connecting link, and a guide to the wholesaler who collects credit information about the dealers. On the other hand, retailer employs two types of salesmen namely counter and travelling. The counter salesmen welcomes the customers at his counter and serves him or her. On the other hand, travelling salesmen moves out to meet the customers at their office or resisdence of serve their needs. The kind of salesman – other needed in case of wholesaler and retail trade is both creative and competitive and further details are discussed in the next chapter.

THE PLACE OF SALESMAN IN THE DISTRIBUTION SYSTEM

The time has come now to know as to what is the exact place of a salesmen in this smooth and dynamic system of distribution. The exact place of salesmen is decided by the type and the extent of service he is extending of all those involved in the arrangement of distribution. His role is quite evident from the following points that clearly justify his stay as the hub of distribution, wheel so long as it runs a counterforce of production. His role of paramount significance is clear from :

1. The spearhead of all business :

Salesman is rightly described as the "spearhead" of all business. Rather, he is the foundation of all commercial activities directly or indirectly because, "nothing happens unless some one sells something somewhere." Sales are not accidents that take place but sales are those which are built. Salesman is the bulk of all those activities that span and integrate from the time they are produced till they are virtually consumed. He is the 'spark-plug' to the engine of distribution. He is the invisible hand between the production and the consumption or producers and consumers, keeping both gay and satisfied by his creative and competitive magical act of sale of persuation.

2. Agent of intelligence service :

Salesman is the vital connecting link between the producers and the consumers. Being in close touch with the customers he know the dimensions of demand from angle of consumers and he informs the same to the producers and the manufactures or the wholesalers and the retailers as the case may be. At the same time, he passes on the information from the producers, manufacturers, wholesalers and retailers to the consumer's which is more useful to them. He is the buying agent of consumers and is responsible for enhancing consumer satisfaction. If there were no salesmen, the goods and services which

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are wellknown today on such a vast scale would have remained in dark.

3. Catalyst of increased and improved production :

A true salesmen is one who does not just create demand for a particular product or a service. It is his ingenuity and hard work that paves the way for the improvement in the existing goods and services and once the improvement has been accepted, the production is boosted to go on mass-scale. Thus, a salesman not only creates demand but extends it and maintains it by his power of persuasion and conviction of instituting confidence and vision of expansion and propriety to the producers and consumers alike. He sows the seeds of success and the crop benefits go to the makers of goods and uses of goods.

4. The great equiliser :

Very often the economic scientists grumble that today's world suffers from under-consumption as it suffers from over-population. This, under-consumption is the outcome of inadequacy of distribution system. One should attribute the poverty and consequent suffering to the underdeveloped sate of distribution system itself. It is because, production has increased many fold all over the world both in developed and developing countries – due to perfection and arrgmentation of productive machinery and improvement in the techniques of production. What is missing is that there has not technology. Thus, it is the salesmanship that has increased role to play in the years to come. It is worth emphasizing, here, that only those firms with survive which are adoptive and adaptive and bring about radical change in distribution field. The major weapons are salesmanship, advertising and sales-promotion. Future marketing would need salesmen with grit, hardwork and devotion, in addition to wit. Thus, he equalises the fruits of production to the requirements of the consumption.

5. Advocate of improved standard of living :

It is true that the salesmen and salesmanship which are responsible for bringing merchandise unknown to the people as common. It has given rise to increased production and varied production. The things which were considered as luxuries of part are the necessities of the present days. Salesman, by virtue of his profession, has been professing for quality of life and how this quality of life can be improved. Improvement in life-style, standard. If living is seen in terms of new and newer products, services, their availability in plenty and at much lower price than before. This has come true. Today, we are well off in spite of inflationary pressure. If you compare the things of the past and today, things have really become cheaper. We find them costly due to monetary value attached to them. However, the real

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value and, hence the costs have come down, and qualities have improved and quantities have multiplied.

6. Champion of full-employment :

A salesmen is the creator of jobs for others directly and indirectly. It is because, distribution and production are interlinked and change in one is sure to bring about change in another. One supports another and one is incomplete without another. Thus, to maintain and sustain the high production, we need reciprocal change in distribution. If the persons employed in production are to be maintained then it is the salesmen in distribution are to work very hard, Increased sales means a spur to increased production, thus creating new employment opportunities. Increased production warrants increased sales opportunities and employment opportunities. It is equally true that any missing link will paralyse the whole thing. The progress and prosperity of a community, a nation and finally the world depends on the status of employment where salesmanship has its own creative and supportive hand.

SELECTION OF THE METHOD OF DISTRIBUTION

It is almost impossible to say that a manufacturer is sure to prefer either direct or indirect method of distribution, again. What form of each method he would follow. A method suitable for one unit may not be so for another. Further, same unit will have to change the method as per the changing business conditions. The choice between direct and indirect methods of distribution and a particular form in each case is the outcome of certain factors. The factors that govern the choice are good many, but the following six are the most prominent.

1. The nature of product :

It is the nature of the product manufactured and sold that exerts influence on the choice. Perishable products speciality products, high price products are more suited for direct sales methods than indirect one. Even the products that need personnel demonstration are more suited for direct distribution.

2. The extent of market :

It is the extent of market both actual and potential that determines the choice. If the number of customers is limited and concentrated at points, it is better to go in for direct selling. It is the case with industrial products or even consumer durables. On the contrary, if the market is extensive and widely scattered, the only alternative is to sell through wholesalers and retailers.

3. The financial strength :

The financial capacity of the manufacturer decides the method. A manufacturer capable of investing huge funds in selling

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paraphernalia—like that of production can go ahead daringly with direct distribution. Normally, a financially strong manufacturer has a well built production line and, hence, can think of bold and ambitious programme of selling too, unlike a small manufacturer with meagre resources.

4. The selling costs :

It is human tendency and rationality that one goes in for that alternative which costs less and gives better results. Surely, a shrewd manufacturer is going to select that method—may be direct or indirect—that costs least and is more result oriented. Generally, indirect method costs more than the direct one. However, some times, opposite might be true.

5. The customs and traditions :

In each line of product there prevail certain customs, and traditions deep-rooted which are to be accepted and respected the violation of which does more harm than good. Thus, a manufacturer finds it difficult and uneconomical to change suddenly from indirect method to direct say in case of textiles. It would be again, wrong to move from direct to indirect method. Thus, a baker finds it something unusual if he sells his products through retailers through his market remains the same in all the dimensions.

In conclusion, it can be said that the final selection is the result of the there six factors taken in aggregate than individually taken. With all that, the final selection or decision is that of the manufacturer based on his individual and unique business situation that he faces.

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CHAPTER 3

SELLING JOBS AND SALESMEN

General :

The preceeding two chapters acquinted us with the A-B-C of salesmanship – namely meaning, nature, merits and limits, and scope of salesmanship ; its evolution – distinctive features of 'old' and 'new' salesmanship ; the back ground of salesmanship namely, distribution, its meaning, role, types and forms, intermediaries, place of salesman in distribution and the factors governing the choice of a method of distribution. With this, now we are better placed to take up the study of different types of salesmanship, selling jobs – classification of salesmen on the basis of organisation, goods, and services rendered.

TYPES OF SALESMANSHIP

One can classify the profession of persuasion as 'creative' and 'competitive'. On the other hand, it can be also possible to classify as 'travelling' and 'counter' salesmanship. These are not watertight compartments. One classification is not a perfect substitute for another. They are mutually inclusive but not exclusive. A kind of overlapping is going to occur irrespective of the classification followed. Thus, whether it is 'counter' or 'travelling' that has to be 'creative' or 'competitive' and vice versa.

"CREATIVE" VERSUS "COMPETITIVE" SALESMANSHIP

CREATIVE :

"To create" means "to cause to come into existence", "to produce out of nothing", "to originate". Of these three meanings, the second meaning has relevance. "To produce out of nothing" is exactly what a salesmen is doing when he calls on some one unexpectedly and creates a sale. Creative salesmanship means creating the sales, that is creating the desire in the mind of a prospect and converting that desire into demand. In other words, it is to create an order and clinch it. It is the great art of educating the public and converting their desire into demand. It is basically killing the consumer resistence or hesitation and winning their approval. Converting their 'needs' into 'wants'. It is not just satisfying the current or existing needs but creating new wants for better standard of living and improved quality of life in the face of changing and rising aspirations of civilised society. It is not a question of inventing new product or even dreaming up a completely new idea. All that a salesman sells is an idea that is being

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used in an entirely different line, adapt it for your own openings or closes. Then one can say that the salesmen has created an idea. Creative salesmanship does the work of awakening the interest in the goods, creating desire for them, overcoming the objections raised and helping the prospect in making up his mind to take up the product or the service in question.

Creative salesmanship goes in tune with psychology involved in selling. It involves the study of customer's mind, understanding and interpreting the answers, actions, gestures made, drawing correct conclusions as to what the customer wants ? What are his reasons for not buying for hesitations for buying ? Over coming these hurdles by giving his assent in the form of an order. Creative salesmanship is not a quick and ready process nor even it is easy ; it is difficult warranting a great deal of thinking – a deep thinking – on the part of a salesman. If it were easy, everybody would have been a successful in selling. Creative selling takes many forms, but in all cases, it is the outcome of a good selling imagination.' It is the product knowledge and the salesman's imagination. It is the product knowledge and the salesman's imagination that generate creative salesmanship. Basically, there are two kinds of creative ideas. Both to them are important. One is creating an idea that helps in finding a prospect, get your attention or get an appointment. The other and more subtle is creating an idea in the prospects' mind that will make him 'want' to buy. The success may be time consuming in terms of days, weeks or months even. Creative salesman doesnot alway believe in persuading the customer and clinching the order immediately. It is basically educative and service oriented. It is to create a favourable attitude towards the product or a service, his company and himself. It is the process of establishing public relations or building the reputation for the selling house.

COMPETITTIVE :

As the title suggests, competitive salesmanship is one that is do with competing away the customers with vivid focus on increasing sales at any rate. He wants to excel his rivals. If his competitors are doing better than himself, he wants to be superior to them in performance. In the zest of achivement or result – that is – higher sales he may resort to liberal credit granting without scientifically studying the credit-worthiness of the customer. Even quality standards might be reduced down to maintain lower prices so as to make them attractive. Here, the intention might be to clear the stocks of his manufacturer at earliest to those of his rivals. If it is achieved by better salesmanship, better quality goods, increased services and just and opportune advice, there is no harm to him, to his master and to great master namely, the

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customer. However, competitive salesmanship overemphasizes price aspect than the satisfaction through quality of products and services.

In fact, one cannot begin with the tactics of competitive salesmanship. A successful salesmen is first a creative salesman and then a competitive salesman. It is creative salesmanship that lays solid foundation for his sales-efforts on which he can build the super-structure of his success. Once, the goods are made popular by creative salesmanship, demand for them is bound to increase causing higher production and wider distribution. Competitive salesmanship takes a definite shape and ramifies once creative salesmanship does its work. It should be remembered that the basic aim of both 'creative' and 'competitive' salesmanship is to increase the sales. However, the approach to increase the sales are quite opposite. Creative selling emphasizes satisfaction and service while competitive selling immediancte sale with over emphasis on price appeal.

Distinction between "Creative" and "Competitive" Salesmanship

Though a salesman is to be both 'creative' and 'competitive', whose aim is to increase the sales for his employer and the satisfaction to his customers should clearly distinguish between the two. These two sides of a single coin can be distinguished on at least five grounds.

1. Sales Objective :

Creative salesmanship is to create new sales by breaking new ice and increases the existing sales in addition to maintaining it. In other words, creative salesmanship, creates extends and maintains the demand. On the other hand, the basic arms of competitive salesmanship is to increase the sales under existing conditions. It may not be really worried about creating new sales and maintaining the sales so generated.

2. Approach to Sales :

A creative salesmanship warrants the use of latest ideas which are quite novel and unique which are tried and tried in different and original ways by the salesmen. Creativity is within the salesman that stems from his deep thiniking and fertile imagination. It is creating something out of nothing. It is his vision and conviction that make him greatest because, he is the latest. On the other hand, competitive salesmanship is a routine type of work employing usual or existing or traditional tactics concerning lowering the quality and hence, lowering the prices and granting credit on extra liberal terms.

3. The Results :

Creative salesmanship breaks the new ice, educates the customer, wins their minds and lays a solid foundation for present and future sales. Though aim is to increase the sales, the sales may not increase

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immediately but the favourable impression is created. It does the work of customer building or sales-building on which he can encash at any time in future. On the other hand, in case of competitive salesmanship, results are quick sales, sales might increase but in due course of time and firm will have to go without sales. His master might be forced to accept the linkage effects of credit sales namely, bad-debts and collection problems.

4. The Option of start :

Though both creative and competitive salesmanship aim at increasing the sales for his master, a salesmen has to be first a creative salesman and then a competitive salesman. The basic requirement is to create the demand by creating sales and then comes the question of increasing and maintaining the tempo or turnover. Thus, a successful salesman will have to commence as a creative salesman. It is creative salesmanship that paves the way for competitive salesmanship. If he starts as a compertive salesman, he cannot be a creative salesman. The process of demand escalation is such that first it is to be created and then it is to be competed away.

5. The Coverage :

The words 'creative' and 'competitive' have different degrees of coverage. The term 'creative' is more comprehensive than that of "competitive" and covers competitive salesmanship within its fold. On the other hand, competitive salesmanship does not mean creative salesmanship as it has nothing special about it. In other words, all competitive salesmanship is not creative but all creative salesmanship is competitive. That is, creative salesman can be a competitive salesman but a competitive salesman cannot be a creative salesman in the sense.

"COUNTER" VERSUS "TRAVELLING" SALESMANSHIP

COUNTER :

The phrase "counter salesmanship" has been derived from the original word 'Counter'. A counter is the table in an establishment on which the goods are presented and delivered, to the buyer or his representative, in return for money. Therefore, counter salesmanship is to do with the sale of goods in a shop. Counter salesmanship implies performing the duties of a salesman by being behind the counter or on the counter or being indoors. Counter salesmanship is comparatively simpler as customers come to him rather than he going to the doors of customers ; he meets mostly the regular customers and supplies them with the avilable stock of goods or else asks them to visit again after a definite time interval. In this sense, his task is neither creative nor competitive. His work is routine type of order

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taking. However, it is not true. Counter-salesmanship needs sizing up of customer, the ability to handle more than one customer at a time, clear insight and rich imagination to identify the additional needs of a customer the art of display, above all tack and diplomacy in handling the customers.

TRAVELLING :

As opposed to the idea of counter salesmanship, one can think of travelling salesmanship or outdoor salesmanship. It is that type of salesmanship under which the salesman moves from his head or branch office to the customers of a particular sales territory assigned to him. The life of a travelling salesman is really hard as he is to be away from the home always on the move staying in places quite new to him and eating food and drinking water of different places. It is really a challenging task. Because of this arduous work, his remuneration is much higher for the sacrifices he makes for his firm.

Travelling salesmanship is basically a creative salesmanship than competitive salesmanship as he is to hunt the customers, meet them, sell his ideas and clinch an order. He does a pioneering and educating work. He sows the seeds to harvest the rich profits in due course of time.

Distinction between "Counter" and "Travelling" Salesmanship

Though salesmanship, in the final analysis needs the name process of persuasion, one an distinguish between the art of counter and traveling salesmanship at least on fine grounds as under :

1. *The place of work :* Counter salesmanship is practised in single place, that is, in the retail outlet or show-room or shop establishment of a fixed locality. Counter salesmanship does its work of persuasion and convincing and getting the order at the counter. It is a routine place of work which is easier. On the other hand, travelling salesmanship is practised on the move under changing places, climate moving from one customer to another. That is, in case of counter salesmanship, the customer is at his door while in case of travelling salesmanship, salesmen is at the doors of the customers.

2. *The nature of work :* The work of a counter salesmen is relatively routine type namely, to welcome the customer and book the orders and deliver the goods. He is more an order- booking clerk at the counter. On the other hand, travelling salesman's work is one of pioneering, breaking the new ice, creating desire, demand and order. It is not mere order booking task. Any Tom Dick and Harry can be a counter-sales but not a travelling salesman at any rate.

3. *The rewards :* It is but natural that the efforts and rewards are well-balanced under normal circumstances. In case of counter-salesmanship, the remuneration is comparatively lesser as there are

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no greater sacrifices on his part. Evene if one such salesman leaves the unit, another can easily replace him. The mode of remuneration is mostly salary or commission or salary and commission. On the other hand, the demands of travelling salesmanship are really high warranting a good deal of sacrifice of his personal pleasures and family attachment working under odd conditions, places, climates and health hazards. These naturally qualify him for higher rewards to get really a good travelling salesmen is a matter of luck. His remuneration is not mere salary but commission and bonus, baiting of high promotions.

4. *The control :* Every pay-master has the unpleasant task of supervising or controlling the performanc of his sales- army. Controlling salesman on the counter is much easier as his is working under the very nose of higher ups or the boss. However, exercising control over the travelling salesman is really an upheal task as he is away from the employer. So far, employer on his sales manager has not developed any remote control device to regulate and monitor the performance of these travellers. Again, too much rigid supervision on these may drive away good travelling salesmen of the organisation.

5. *The adaptability.* A travelling salesman is more adaptive to the changing circumstances than the counter salesman, by very nature. That is, a travelling salesman can work easily as a counter salesman than a counter salesman readily willing to work as a travelling salesman. It implies that it is easy to move from difficult one. The travelling salesmanship being more creative can survive scores of difficulties and odds in his line than the counter salesmanship that is known for just order booking. It is here they differ basically. It is not to treat any one with partiality.

SELLING AS A CAREER

Every career has its own merits and demerits. Selling in a honourable, challenging rewarding and a professional career. To day, more and more youngsters are going in for selling as a career. The basic reasons for such an attraction are fine. In the first place, in sales career, there are variety of jobs or job openings. They may be ordertaker – delivering salesmen – field salesmen – missionary salesmen – sales engineers, tangible product salesmen – intangible product salesmen – political salesmen – component salesmen and so on. In the second place, there is full freedom to the individual. As a salesman, he is the master of his own. Sales job provides possibly the greatest relative freedom of any career. He goes on his own with least intervention by his boss. Thirdly, it is a challenging one. Salesman works with a great responsibility for a territory capable of generating thousands and lakhs of worth revenue for his company which is a great challenge and a thrill. Fourthly, successful salesmen

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have many opportunities to move on to the top management positions because, experienced salesmen have the credibility, knowledge and the background to assume higher positions in the organisation. He may start as a sales trainee and can move up to the position of a marketing manager. Fifthly and finally, sales career is rewarding both financially and non-financially. Financial rewards are solely based on performance. Salary, commission, bonus, travel allowances are the usual forms. Non-financial rewards or psychological or insintric rewards are self-generating. Development of self-worth, self-confidence – job satisfaction. A salesman has these if does it with justice. That is, the greatest income he has produced which is not subject to tax deductions and laws of diminishing returns to his credit.

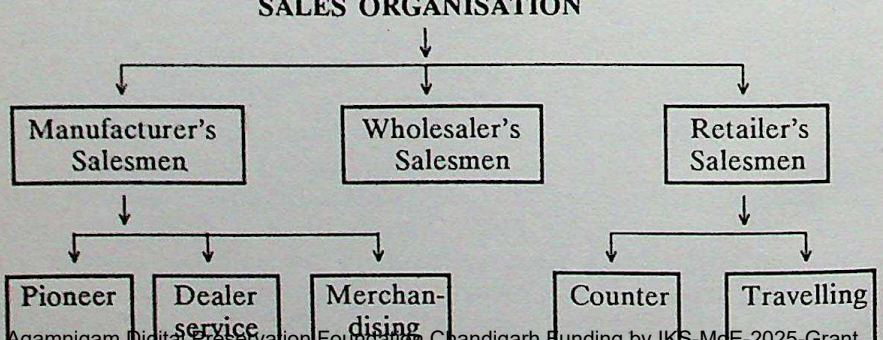
However, sales career is not that easy as we talk. It demands hard-work – both physical and mental. All people are not suited to this line to make it a living particularly the introverts and silent type. It requires not only tremendous hard-work but forebearance, tolerance as frustration is very often met at each stage of this career. Patience, persistence and pulling courage are a must to stick of the line. Any person with head and heart, hard-work daring and fortitude, tolerance and determination will be able to carve his career towards a grand success.

TYPES OF SALESMEN

The types of salesmen, one comes across, can be classified, on the bases of organisation, the goods they sell and the services they render. Following is the detailed description of each classification and its ramifications.

A. ON THE BASIS OF ORGANISATION :

When one talks of an organisation as a base, there can be three such insitutional arrangements such as manufacturer, wholesaler and the retailer as they have their organisations. Each organisation has its sub-types of salesmen needed. The following chart makes it amply clear.



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I. Manufacturer's Salesmen :

In a manufacturer's organisation, there can be three types of salesmen namely, pioneer, dealer servicing and merchandising salesmen.

1. *Pioneer Salesmen :* Pioneering salesmen are the persons who are known missionary work in sales. These are known as "distribution getting" representatives. That is, they are to break the new ice, sow the seeds of sale. They introduce the new product in the market place by being the creative in their efforts. These salesmen reach new sales area well before the market surveys and advertising campaigns reach. They are capable of convincing the wholesalers, distributors, dealers and retailers to try the product or a product range. They do the work of not only introducing the company's new product, but create a fertile ground for its success by killing the consumer resistence, brand image and preference that is prevailing for similar products of competitors. His creativity lies in competing away the customers from competing producers and hence the wholesalers and dealers. They pave the way for making the wholesalers and dealers to have the first priority to his own organisation.

These are the persons with grit and initiative, imagination, self generating capacity, aggressive and self-reliance. They have the grip over the intricacies of their line and clear insight into the real needs of prospects. It is the tact, tenancity and diplomacy that makes them above average salesmen justified for better payment and return.

2. *Dealer-servicing Salesman :* Such salesmen are also, known as 'order collectors' or 'order-takers' because they resell and render service to the whole-salers, distributors, dealers and retailers by more performing representative work than creative one. They call on the established trade at regular intervals with the major task of assuring a stock flow of reorders. Their main job is to see that the dealers are kept satisfied through regular supply of goods of their choice from the manufacturer and the dealers effect faster sales. As they are to serve the established trade-links, their work is much easier. They guide the dealers in sales-promotion and answering the doubts and questions of these intermediaries as they have the first hand information regarding competitive products and consumer and dealer relations. Such information is the base for the manufacturer to change his product-mix accoringly.

Unlike pioneer salesmen, these order-taking salesman of manufacturers are not creative but routine and representative in their tasks. As the work is usual to represent the organisation, there is no stress on them as is the case with creative pioneering salesmen and, therefore, they are paid commensurate with the nature of work done.

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In other words, the job of these salesmen is not really thrilling and challenging and hence, paying as that of a missionary type. However, the salesmen with persistence, enthusiasm, warmth and friendly personality do well.

3. *Merchandising Salesmen :* These salesmen are also called as 'sales-promoters' and 'detailers' because, they are known for gathering information regarding changing market conditions, extend counselling to middlemen and influence the sales volume favourably. As a manufacturer's salesman, they help the dealers in accelerating their sales by understanding the varient problems of the dealers in the areas of shop location, layout, design, display credit and advertising and extend their expert advice in these areas that are vital to their colourful success. At the same time, they are accountable for expanding the sales of their manufacturer. They act as a vital link between the manufacturers and the far-flung customers. Their regular task is to visit the local dealers and distributors, checking up stocks of their organisation and replenishing the same as per the procurement cycle. These persons do help in opening up a new market or markets for the known products and even introduce new product in the existing markets.

To succeed in the line, they are to be well informed about their products and services and equipped with the adequate and varient literature and samples. At the same time, knowledge of changing market conditions is a must. As they are to move they should have the qualities of patience enthusiasm, tact and diplomacy. Modesty and courtesy add extra shining and strength to their personality. A never fading smile brings a lot.

II. Wholesaler's Salesmen :

Wholesaler as the major link between the manufacturers and the retailers, employs good number of effective and efficient salesmen to work for him. Salesmen, here, act as the representative of the wholesaler between the manufacturers and the retailer. The customers of wholesaler are the retailers and the work of such salesmen is to call on them, persuade them to stock, the products or those brands supported by his wholesaler. Their work is not mere booking orders because they push the sale of items of the wholesaler. They convince the retailers to stock even the new lines in which they are hesitant. They serve as reliable guide to the wholesaler, collect credit information about retailers and dealers, collect dues on behalf of the wholesalers and even manufacturers.

The success of such salesmen depends on their ability to build up friendly relations with the retailers through punctuality, reliability, equality and courteous treatment, and hearing and adjusting the

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complaints. Being creative, there is scope for the qualities of imagination, vision, judgement, tact and industry. Honesty and integrity pay rich dividends.

III. Retailer's Salesmen :

Retailers as the last link in the chain of distribution employ two types of salesmen namely 'indoor' and 'outdoor'. These are alternatively called as 'counter' and travelling salesmen.

1. Counter Salesman :

Counter salesman is an employee of the retailer who sells goods to the customers across the counter. To identify a counter salesman, one need not presuppose the existence of a counter in the shop. There are so many small and congested retail shops where hardly there is counter. That is, the counter salesman need not be always behind the counter to be called so.

Outstanding Features :

The basic features of a counter salesmen are : he works inside the shop or indoors. He is outstanding in all retail organisations. He welcomes customers as they come to him. He sells variety of goods with widest assortments in each product true. He is trained mostly in case of large retail organisations or might be even untrained in case of small units. His customers are regular than is, those who visit at certain definite time intervals. His work is comparatively easier as he does the work of order taking and delivering the goods. At times, he is assisted by his colleagues in case of emergency or rush. He is generally paid on the basis of salary or salary and commission.

Essential Quantities for Success :

1. *Prompt and Courteous Service* : As soon as the customer arrives to his counter, he receives him with smile, greets him or her and listens to his or her needs. No customer wants to be delayed. It is the ability of such a salesman to satisfy all alike. Such impartial treatement is the secret of his success. No customer should feel that he or she is lost in the such or neglected. Good manners, courtesy, meek and modesty that play the constructive role. He should have the knack of handling two or three customers at a time.

2. *Consumer Guidance* : A counter salesman is the 'buying agent' of customers. He should be able to guide the customers in the selelction of products to his full satisfaction. He is to inquire into their needs – present the wide range available. He should also bring to their notice the latest goods to which they are not used. He is supposed to have clear insight and imagination as to what are the matching and additional needs of the customers. He should encourage impulsive buying. A customer might have come to buy a ready-made

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shirt and a pant, there is nothing wrong in trying to sell him cuff-links, neck-tie, kerchieves and so on.

3. *Accurate Sizing up* : A Counter-Salesman is expected to be quick and smart in identifying and appraising the customers that approach him. 'Sizing-up' implies measuring the customer in terms of his likes and dislikes, buying capacity, paying capacity with a view to convert his desire into demand or an enquiry into order. This is in case of new customers. On the other hand, he is conversant with the profiles or regular customers in terms of tastes, preferences, habits, status purchasing power and the like. This helps him in credit sales and collections.

4. *No argument* : A good salesmen is always on his guard not to pick up quarrels with the customers, even if the customers try his patience. He should never displease the customer by arguing. His policy is "customer is always right". He should welcome every complaint and encourage claims made by the customers. He should try to settle them by avoiding or reducing the possible misunderstandings. If a claim is admitted, it should be settled quickly. Each case of complaint is to be settled on the basis of its individual merit so that the customers have an impression of impartiality.

5. *Display of goods* : Counter Salesman should pay the deserving attention to the display of goods. Displays, if done scientifically and asthetically, are half sold almost. Matching colours, harmony and symmetry of arrangements have their own influence on enchanting display. The goods are to be classified and arranged with price-tags. This will help in easy location, demonstration and delivery.

2. Travelling Salesman :

Travelling Salesman is also known as 'outdoor' salesman as he works out of doors. Such a Salesman is always on the move. He never sticks to a place and visits the customers under the instructions of his area or branch manager. Instead of customers coming to him, he goes to the customers. Outstanding features :

The fundamental attributes of a travelling salesman are that his work is not routine type of meeting customers at a fixed place. He is always moving from one place to another and one customer to another, under the instructions of his senior. He meets the customers either at their office or at their residence to cater to their needs. He is a creative salesman as he is to convert desire into demand and a prospect into a customer. His area of operation is comparatively larger depending on the size of the sales-territory in which he is working. His work is one of sacrificing, hard-working and orduou, as he is to withstand the rigors of changing climate, food, water, living conditions and above all home-sickness.

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Essential Qualities for Success :

All cannot be successful travelling Salesmen as the type of job demands certain minimum requirements which can be called as the requisites for success. These are :

1. *Sound health* : Travelling Salesman is the representative of the selling house who is always on the move under ever changing conditions of climate, food, water and the like. This demands bobust health to withstand the rigors of these changes and challenges. He needs great deal of stamina and vitality that grant him endurance. Like a Sportsman he is to keep himself in kilt with regular exercises and occasional medical checkup. He should have a sound mental health. He should be shrewd and intelligent and should have strong shock- absorber to take frustration and disappointments as the part of the game.

2. *Marshall the Sales-talk* : Before meeting the prospects, he is to do a good 'home-work' or a 'punch-bag' practice. He should have the stuff and the style of presentation. He is the person with a gift of gab who is to win in the battle of talk. Mastering the sales-talk is not presenting the by-hearted dialogues. It means thorough sizing up of a prospect. Customers try to avoid him. His perseverance and courageous stinct approach that works wonders. Even if he fails in his sales efforts, he should not get panickied or disheartened.

3. *Time and territory management.* All successful Salesmen recognise the importance of time and territory management. He should understand the value of time because, time is essence of one's life and it is time management that makes one to understand the difference between productive and unproductive time. Territory management implies how the sales territory is planned and controlled. In each territory, we have good many customers or accounts. To satisfy each, he must plan his time in terms of how many calls are to be made ?—how much time for each call ? how often the calls are made ?—how much time it takes to travel between two customers ? —how much time is lost in non-selling ?—and so on.

4. *Good at prospecting.* Prospecting is the first step in selling process. It is the life-blood of sales because, it identifies potential customers. Prospects are the milking cows because, the increase firm's sales and replace the lost customers. An intelligent salesmen uses variety of methods to find where his prospects are hidden for his own good. He is the discoverer of new points, pits, pitches for sale without which counter salesmen will have to go without any business. It is this ability to delve and divulge that speaks of his exative work.

5. *Loylty.* Loyalty to sales organisation is one of the basic, tenets. For creative Salesmen, sky is the limit who have many tempting offer

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and opportunities from competitive units. A loyal Salesman is the asset to the organisation and, therefore, every effort is made to retain him at higher costs by his master. However, some greedy and disgruntled and unfaithful Salesmen move from one organisation to another. It is bad for the organisation and for him too. In cases of emergencies, no one will help you if you are a skipping frog. One should have devotion and great sense of belonging. This is a kind of sacrifice that is paid and respected.

B. ON THE BASIS OF GOODS SOLD

Changing the emphasis or the angle of analysis from organisation to the goods being sold, one can broadly think of two types of Salesmen namely, "Staple" and "Speciality".

1. Staple Salesmen :

Staple Salesmen are those who are employed in Selling Staple goods. Staple goods are those which are needed by consumers for regular consumption and the demand for these goods is steady and in elastic, low margin or profits, keen competition. The examples of this kind can be the items of food, cloth, grocery, stationery, millionary items, shoes, kitchen and bath-room and garden requirements.

Oustanding attributes :

The outstanding features of staple salesman are that he specializes in selling staple goods, dealing in limited lines, not very aggressive as these goods are known to the customers and are sold in bulk at definite intervals. He builds goodwill. He sells name not the goods and thereby creates sales. He is a great persuader as his profits are dependent on increased sales on regular basis.

Essential Qualities for Success :

The success in this line of staple goods, depends on certain qualities which are outlined as under.

1. *Vigilance* : A staple Salesman is quite vigilant so that he is to the forefront to take the earliest opportunity to increase the sales volume form his firm. It is possible when he clearly and quickly understands the requirements of customers that he comes across ; when he is capable of introducing new products in the range or regular consumption.

2. *Multiple relations* : A Salesman, to succeed in this staple line, should have the knack of cultivating friendship with customers and smack of retaining the confidence once the relationship is established. Cultivating relations is one thing bent maintaining and multiplying them is another. It is the pleasant manners and approach that go a long way in this direction.

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3. *Promptness* : He should be able to meet the consumers promptly and dispose their cases expediously. It is efficient and effective service rendered to the class of customers that calls the tendency of customers going to the competitors. It would be a plus point in his favour. It retains and extends business volume for his firm.

4. *Minimum training* : The quota of training needed for a staple salesman is quite limited unlike that of a specialty salesman. He needs not be expert of a high order. His work does not warrant any extra-ordinary effort. He is to have the minimum of knowledge and expertise in the range of goods he deals in. For him, extra knowledge is a kind of disinvestment.

5. *Non-interfering* : He should be the person of quiet nature, always ready to help the customers in meeting their needs. He is to answer the questions clear the doubts, give the necessary information only when asked. He is to be to the point ; he cuts to the core. A Salesman who is brief and witty in more acceptable.

2. Speciality Salesmen :

Speciality Salesmen are those who specialise in selling speciality goods, such as television sets ; refrigerators, cars, jewelleries, cosmetics, computers, type-writers, sound gadgets, watches and clocks, washing machines and even costly stationery items. These are the products that enjoy fairly high unit price, durable, irregularly purchased, involve good deal of personal selection and those are branded. The features of speciality goods lead us to the specialities of a sales.

Outstanding Attributes :

The special features of speciality salesmen are. He needs good deal of selling efforts ; needs a through and latest knowledge of such products ; deep market research and aggressive publicity. Such an up-to-date knowledge is a must because, with the lapse of time the speciality product loses its speciality. As his work is creative, he is paid handsomely in the forms of salary, commission and bonus in addition to travelling allowance.

Essential Qualities for Success :

As a speciality salesman, success comes to those who possess the following qualities as the special requirements of the line.

1. *Creativity* : He is basically a creative Salesman. Creativity is the outcome of fertile imagination, strong vision and persevrance. His knowledge and resourcefulness that provide fodder for his creative thinking and practical presentation of goods to his customers.

2. *Hard-work* : The work of a speciality Salesman is really arduous and is to undergo an extensive training in the creative art of

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Salesmanship. He is to prepare himself to meet the eventualities of all kinds that the faces in everyday life. Frustration he meets often that should not kill his initiative and enthusiasm.

3. *Drive and Initiative* : Speciality Salesmen should have unfailing initiative and founting drive. He is to move the dormant customer into an active one by his shrewd sociability and paramount of patient. He has the mastery over sales-talk to press the right button for right reaction.

4. *Dashing Demonstration* : Mere product knowledge, sagacity and sociability will not work. Speciality goods are those which are purchased once or twice in life time or purchased infrequently. The customers think twice before arriving at conclusion to buy. It is the demonstrative ability or the knack that works. A product, however, good it is not likely to be accepted unless the Salesman makes it more palatable and persuading.

5. *Loyalty* : Speciality Salesmen are highly by their masters because of their hard and challenging work, requiring special skills and acumen. Really a good Salesman is wanted by every one – may be a manufacturer or a wholesaler or a retailer. However, such speciality Salesman should be reliable all the time as a trust-worthy employee not lured by excessive desire to earn. Such changing Salesmen are dangerous to any firm.

C. ON THE BASIS OF SERVICE RENDERED

Salesmen can also be classified on the basis of services rendered. There can be at least four types of Salesmen if one goes by service rendered. That way, each Salesman renders a valuable service, a service of sales generation. However, specific services rendered by them make us to identify them as follows.

1. House to House Salesmen :

House to house Salesmen are otherwise known as pedler and hawkers who move from door to door. A pedler is a Salesman who goes with a pack of goods being carried by him on his back or a shoulder or hands. He sells the goods on behalf of a producer or a wholesaler. He deals in cheap variety of fancy goods such as millinary items, cosmetics, toiletories, toys, utensils and the like. On the other hand, a hawker hawks the goods of the same type as in case of a pedler. He does not carry the goods on his back but uses an animal pulled cart or a hand cart or rickshaw or it can be a wheel barrow. Both pedler and hawkers call on the attention of prospects by shouting and singing the slogans of his products. He may use some musical instrument to divert the attention of passers-by.

These salesmen are going to be successful if they know the local

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language, tastes and traditions. They are to have perfect knowledge of goods they are selling, courtesy and politeness coupled with honest dealings make their way clear every time they visit those localities and streets. Adjustment of claims is an added point for their success. Such salesmen being thought as low-grade, are likely to be perturbed and harrassed by some customers whose business is to insult such salesmen and add salt to their injuries. In such cases, salesmen are to control themselves by answering them tactfully.

2. Missionary Salesmen :

There is a little confusion as to the meaning of this kind of Salesmen. For some, there is no difference between 'missionary' and 'service' salesmen. However, they shuold be distinguished for their tasks and approaches differ. Missionary salesman is one who is engaged in developing new customers and new sales territories. Thus, the manufacurers, producers, wholesalers who want to introduce their product or products in the existing market or in a new market, the work of breaking new ice or preparing the spade work is the task or the responsibility of their missionary salesmen. They introduce a new product in existing market ; they create new sales territories for the existing goods and create new news and opportunities in case of existing products. They are ahead of market surveys and advertising campaign to feel the pulse of a sales territory.

A missionary salesman is a pioneer, promoter and a trend-setter. He should have all the quantities of a creative salesman plus training and experience. His task is really spudendous and arduous and is, therefore paid high as per the risks and the efforts put in by him in his line. As it is a difficult line, not all persons develop themselves as pioneer salesman. Success is an exception than a rule.

3. Service Salesmen :

Service salesmen are those who specialise in selling not the tangible products but the intangibles. These intangible products are services of various kinds. This type of salesmanship is fast growing and has a vast scope being a new line, comparatively. We have salesmen selling insurance, securities, advertising space and time, travel, collection, serving the food at offices, courier services, contact services, computer services, reservation services, door delivery services, consultancy services and so on. The list goes on increasing with refinement in life style.

His work is like a package deal service and, hence, he needs a through knowledge and training and long standing experience. His market, to begin with, is quite limited. Once, he wins over that small group, his sales multiply. His work is really creative and sustaining one. At times, he is sure to face many discouraging situations and

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disappointments. The secret of his success is to keep alive the spirit of persuasion, call on the prospects continually. Being a novel and consealed line, he has better chances of earning higher rewards for his novelty and ingenuity.

4. Exporter's Salesmen :

In case of foreign trade two types of agencies play important role. That is, international sale is effeted through either import export house or an 'indent house.' Import-export house buys the foreign goods to be sold in the country through retailers and or directly to the customers. That is, the export-import house acts as a wholesaler. On the other hand, indent house is an agent or intermediary receiving the orders or indents from country wide retailers and customers and therefore, places bulk orders with the foreign manufacturers or wholesalers. Irrespective of these practices, one thing is sure that foreign manufacturer or the wholesaler needs able salesmen to book these orders from these agencies.

The role of exporter's salesmen cannot be overemphasized as the goods will not enter one country from another without their interference. The work of such salesmen is much tougher and different from internal trade salesman so far discussed. These salesmen are the silent ambassadors and the very image of the country. They are an important link between exporting factory and the importing trader. They are the heart-throb of importers as they feel the minute changes in foreign markets. To succeed in this line, knowledge of exporting countries is a must, as language is the greatest barrier. They must be conversant with all the technicalities of import procedure such as quota, tariff, exchange rates, trade practices and formalities. Delay is very common as there is a vast slip between the cup and the lips. They must keep the business parties cool by their vivid experience. Their knowledge, nature of work and extent of sacrifice all make their remuneration quite fat.

Before we conclude, one may think of classifying the salesmen on the basis of employment namely, SELF-EMPLOYED and WAGE-EMPLOYED. Taking as the basis of nature of employment, "wage-employed" is one who has been employed formarly and works for a organisation on the terms and conditions of employment. He has a job tenure, he is paid either on the basis of salary, or commission or salary and commission and other plans. He is a paid employee.

In fact whatever, we have covered so for, creative versus competitive, travelling versus counter, product versus service. Even on the basis of organisation. We have dealt in detail as to manufactures salesmen, wholesalers salesmen, retailers salesmen.

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We are to know about "Self-employed" salesmen. Self-employed

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salesmen are those who love liberty and do not want to bound by any service-conditions. They are like free-lance journalists who render valuable services to the different parties and act as an agent middlemen rather than merchant middlemen. A word of caution is essential in that, no salesman is truly acting as a merchant middle-men that i.e. they do not take titles of the goods and earn profit. They are basially when working on behalf of manufacturer or others, they do not take the risk ; however expect return for their services. When it is a question of getting better return for their professional service, they can be done either by getting employed or it also can be done on the basis of self-employment.

SELF-EMPLOYED SALESMEN : Self employed salesman is having the courage of conviction, more confidence, guts in practising the art, science and profession of selling. He is not worried about a guarantee of continued employment but has the courage to practice. Like doctor, lawyer, professor, researcher, consultant, he wants to profess his line of wit-act of salesmanship. He loves freedom a freebird – not bound by limited earnings, guranteed earnings, limited routine type of work.

"Self-employed" salesman is a kind of breed of salesmen who have special attributes. Which are worth noting. These can be outlined as under :

1. **Highly Professional :** That is, such salesman has undergone the formal education and training and salesmanship and applying the knowledge and skill of selling and is getting reward for his efforts within the ethical framework of his line as put by society. It is the salesman who does not run after the job of selling but job run after such salesman. The manufactures, wholesalers, retailers, exporters, purchasing agents, professional man-all are eager to have his services for the fees not for a salary or commission or fixed or varying rate of return. He sells his service, but is master of his own.

2. **Freedom of work :** Self-employed salesman is one who has the greatest flexibility of working, exhibits great versetility in functioning. The persons or the organisations who get his services, they are to name, say, selling or purchasing, finding parties, arranging for collection actioneering, buying and selling of a product, service, real estate and so on, they are to name it. It is left to the salesman to execute it in the way he likes most and thinks fit. He does not like to have intervention of his way of working. He has his acumen, skill, judgement which he is free to apply. That is important is to do the work to the fullest satisfaction of his party seeking his assistance.

3. **No restriction on Remuneration but Performance :** As he is highly professional he can have has own establishment having an

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army of experts buyers, sellers, agents, brokers, specialising in various facets of the great art and science of selling. He gives professional touch to what he undertakes and he decides the charges for his services. We have reputed physicians, surgeons, lawyers, advocates, consultants whose terms are acceptable to the needy persons. He is not at the beck and call of those he need his services but he commands a position of great mastery is selling profession.

4. **He puts Heart and Soul together :** He is known for perfection and precision of his work. He is a real 'worker' and not 'shirker'. His survival, growth and property depends on his reputation or the image he has and enjoys in the society, particularly in business quarters. He puts all his best efforts and best of his brain to build "reputation" as the "image". Once the image is built – he is to maintain it, for the world is full of rivalry, excellence, opportunity and competive edge. He is not only working hard to maintain the image but strives hard to improve it because, the very best can be improved. He leaves no stone unmoved to build, maintain and improve the personality of his organisation. So that it becomes a continuous source of attraction. A person, an organisation that comes he or the organisation is convinced and says "yes" to what the self-employed salesman says.

5. **Creative and Competitive :** Self employed salesman is to be both 'creative' and 'competitive' as the business situations change and the class of his clients changes and has changing tastes and expectations. Creativity is a quality that speaks of originality, to bring into play something out of something or something out of nothing. He has the great art of converting "needs" or "desires" into "wants". Creative salesmanship is not one shot process. It warrants creative thinking and imagination juggling of business variables. On the other hand, "competitive" salesmanship is to do with competing away the business – the art of excelling the rivals at any rate. It might be increasing sales even by granting credit sales on liberal terms or lower the prices by reducing quality standards. A salesman to succeed, he can not be competitive start with but creative so that the tragic of magic of competitive salesmanship will not be felt by the men those who employ his services.

SELF-EMPLOYED SALESMEN AND HIS SERVICES :

He practically serves any party or organisation who seeks his services. He serves, purchasing agents, professionals, manufacturers, wholesalers and retailers.

1. **Purchasing Agents and Self employed salesman :** A purchasing agent in one who is responsible for the procurement function in any organisation. Of other activities, major one is buying. The production and sales of the organisation are to decide the destiny of

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the firm and hence, he is to depend on reliable self-employed salesmen. Purchasing agents are found in manufacturing line, governmental organisations. They deal in tangibles and intangibles. Tangibles might be installators and equipments, raw-materials, fabricating parts and materials and operating supplies. Intangibles include the services in the areas of energy, maintenance, advertising insurance, storage, transportion and so on. Whether the leads with products or the service, he is to give due weightage to quality, quantity, time, economy as the major dimensions of those determine the performance par excellence. He is the self employed salesman who help the purchasing agent in dischanging his duties as a perfect purchasing agent.

2. **Professionals and Selfemployed Salesmen :** Professionals exert considerable influence on the purchases made by the clients or those who come to them. Architects, dentists, physicians, doctors, software and hardware dealers in computers and so on who play recommendary role whose verdicts are final for the clients or consumers.

On this point of professional men and their recommendary capacities that the manufacturers encash. They catchhold of professionals such as professons, doctors, dentists, surgeons, architects whose reputation decides the extent and nature of turnover and, hence, profits. For instance, the self employed persons urgent act as detail men who contact professionals and leane literature and samples to make recommend their products to the patients. Again, college and university teachers recommend their students on the basis of sample or specimen copies on going through the contents and other details. These detailmen are the caple of influence favourable and convince the professionals so that they recommend their products or services.

3. **Manufactures and Self-employed Salesmen :** As noted earlier there can be three types of manufactures salesmen as pioneer, dealer service, merchandising. These can be either whole employed, or employed partly and self employed. Self employed salesmen as well work in pioneers, mechandising and dealer servicemen. However, they are work on their own when approached by the manufacturers.

4. **Wholesalers and Selfemployed Salesmen :** Wholesalers are the link between producers and the retailers. On being assets, the self employed play an important role in weaving a fabric of relations that are long lasting. These salesmen convice that retailers to stock the products and product line of the wholesalers whom they represent. They do not only book orders, but extent helping hand in creating the self confidence in new- lines where the retailers are diffident of stock. Again, they get feedback for wholesalers as to eah retailer on credit- standing, collection dues, and so on.

5. **Retailers and Self employed salesmen :** Retailers are the last

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link in the chain distribution. Who employ either the services or salesmen of two types namely indoor and outdoor. Outdoor salesmen or travelling sales can be self employed or can be employed, however, mostly the counter or indoor salesmen are employed. In case of 'out-door salesmen the tasks are to contact existing and new customers where he does the the work of creating new demand and maintain the existing one. Travelling salesman is always on the move. The retailer sets a target for him and he is to achieve the same and excel it.

Thus, self-employed saleamen-render a yomen service where the employer of services is also benefitted and the self employed salesman is having the full liberty to work as he is not at the beck and call of somebody as he the person commands the respect and works without tension and fear as he is not an employed servant.

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CHAPTER 4

SALES PERSONALITY

General :

In each line of activity where one wants to achieve new heights of perfection, has to master the fundamentals or to respect the rudiments that are imperative to the attainment of dizzy heights. Be it a profession of a lawyer or a doctor, teacher, accountant executive or even an artist a singer, a dancer, a musician – all are to master the fnudamentals and marshall the rudiments. Salesmanship – a novel profession – a challenging one – is no exception to this. For a professional wrestler, rigorous and regular exercises, rich food and skilful handing of his opponent make him to build his muscles, strength, vitality and the confidence. These are his secrets of octopus success. So is the case with this sales champion. the fundamentals of success are threee 'Ps' namely PERSONALITY – PRODUCT and PEOPLE. This chapter plans to discuss the first 'P' namely, personality – the sales personality.

SALES PERSONALITY

What is Personality ?

Most of us use the word 'personality' without knowing the exact meaning or the connotation of this word 'personality'. 'Personality' is the personal ability to impress those he or she meets. It is the sum of the impressions one makes on others. In the words of Mr. H.E Fosdie, "personality is something which one cannot pindown narrowly and locate". Mr. H.W. Metron syas, "Personality is the personal distinction or the dynamic force which is felt by every one who comes within the radius." Personality is something equal to fact and a miracle which is universally accepted. What is fragrance and colour to a flower is the presonality to an individual.

What is Sales Personality ?

As the the students of Salesmanship our focus is on 'Sales Personality' and not on 'general' or 'overall' personality. Personality is the essence of all those humans and human relations involved in salesmanship. Therefore, 'sales personality' is the sum total of every aspect of a salesman that is esssential to influence the prospects favourably. 'Sales personality is something which is given, produced and can improved upon by developing certain qualities of such personality.

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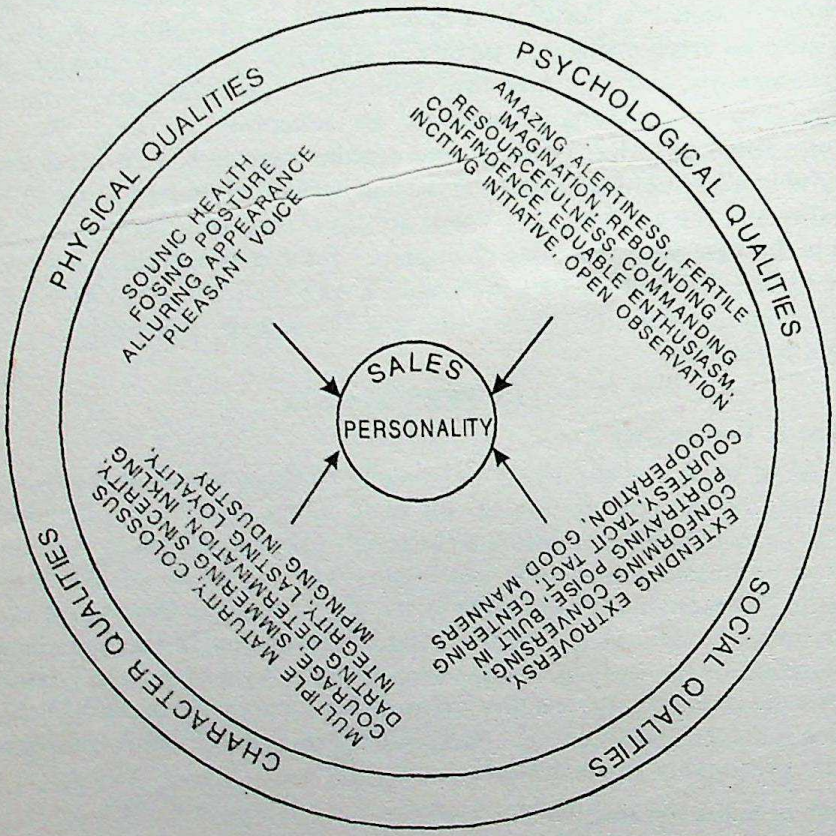
QUALITIES OF A GOOD SALESMAN

Sales personality is a matter of certain requisite qualities or traits. Successful salesman are not 'born', they are 'made'. If a young man is aspiring to be a successful salesman, he can, provided he develops his personality by acquiring and mastering these qualities and traits. Experts like Russel and Beach, H. Whitehead, C.K. Kirkpartrick, A. Tack, J.W. Windate, R.G. Walters and others have given a frame-work of qualities and traits duly classified as physical-psychological, social and character. The following chart makes this frame-work amply clear for the readers.


PHYSICAL QUALITIES
SOUNIC HEALTH
POSING POSTURE
ALLURING APPEARANCE
PLEASANT VOICE
PSYCHOLOGICAL QUALITIES
AMAZING ALERTINESS, FERTILE IMAGINATION, REBOUNDING RESOURCEFULNESS, COMMANDING CONFIDENCE, EQUABLE ENTHUSIASM, INCITING INITIATIVE, OPEN OBSERVATION
SOCIAL QUALITIES
EXTENDING EXTROVERSY, CONFORMING POISE, BUILT IN COURTESY, TACT, CENTERING COOPERATION, GOOD MANNERS
CHARACTER QUALITIES
MULTIPLE COURAGE, MATURITY, COLOSSUS DARTING DETERMINATION, SINCERITY, INTEGRITY, LASTING LOYALTY, IMPINGING INDUSTRY
SALES
PERSONALITY

A. PHYSICAL QUALITIES

The physical or visible personality of a salesman demonstrated by the physical qualities like sound health, poise posture, alluring apperance and pleasant voice. It is worth emphasizing, here that these are the qualities over which the salesman has control. That means, there is vast scope for improvement once developed. These physical qualities are outlined as under.

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1. Sound Health :

Sound health is significant not only because the selling job is subject to heavy stresses and strains, but because it is the very fulcrum of othre mental physical qualities and their growth. A travelling salesman, by very nature requires heavy input of stamina and large doses of vitality that give him much desired endurance. Those who are bestowed with roboust health, they are really fortunate because good physique is the source of 'physical energy. Even others can be put to gear provided they develop the art of eating, food-habits, exercises, sleep and rest and periodic 'medical' check-up.

2. Posing Posture :

Posture stands for the position in which one holds his body when he stands, sits or move about. A correct posture is the basis for the proper functioning of all the limbs of one's body. Strictly speaking, there is no direct relationship between health and posture. It is because, there are counter slaesmen who enjoy really sound health, yet suffer from very poor posture. Good posture is some thing that gives an impression that he is a sucessful vendor and he is endowed with full cnonfidence in him and his job. His breathing and voice are deeply influenced by posture. Posing posuture for a salesman is one that makes him to stand errect with his body well balanced on his feet. One should feel like emulating him as to how confidently and elegantly he stands, sits, bends and moves about. Posture being a physical manner of successful salesman indicats his vigor and power. His walk is business like with head errect an shoulder back connoting authority and purpose.

3. Alluring Appearance :

In selling contacts, the 'first impression' is of vital importance as it is rightly said "first impression is the last impression." It is appearance that makes or mars his case. Outward appearance is the base for the customers to size up the salesman before salesman attempts to size up the prospect. A conscientious salesman makes an effort to present himself favourably to the prospect. A good, neat and alluring appearance is a must to succeed, particularly in sales career. The appearance of a slaesman is made up of cleanliness, grooming and his clothes.

'Cleanliness' is something that gurantees good health. It is but natural that the customers do not like to buy from a salesman whose hands are dirty, breath is bad, perspiration is full of odour. Well brushed hair and clean hards make certainly greater impression than bright neck-ties and fancey and up-to-date dress. 'Grooming' implies the care for the face, hair and hands. Care of face does not mean use of costly cosmetics but the facial expression as it is the index of

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mind. He should have never fading smile – natural – for, smiling is an art, to be learnt, as to how and how best. A good salesman smiles by eyes than mouth. The smile should never be dry, artificial or condenscending. "If you smile, the world smiles with you". Therefore, a salesman who weaps keeps goods with him. He should be clean shaven, hairs well dressed, nails welll-cut and maintained. 'Attire' or 'dress' has its matching role. Salesman is not a fashion model. His dress must not be too guady and expensive, like a bridegroom nor like a clown or a dundy. To be well-dressed for sales career the clothes need not be expensive, perfect tailoring or the latest design. Good taste of clothing of salesman does away with the extremes in style and excitement ; clothes should be simple, clean, conservative and appropriate yet pressed. Above all, his shoes must be well polished and matching to his attire.

4. Pleasant voice :

Voice is the index of one's own feelings, than the facial expression. The human voice is an instrument a musical instrument capable of infinite variations to gain diverse and desired effects. It is the tone of his voice that has more weightage than the words he uses. He is a snake charmer and his voice is the charming instrument. That is why, utmost care is to be exercised in developing and maintaining pleasant and proper voice. His voice must be clear, distinct and pleasantly tuned modulates the fine shades of meaning. Experts opine that his voice must be low-pitched, unshrilled or tongual than rasping and nasal. It should not be hoarse or husky like a donkey nor it should be monotonous and feeble. It should be pleasant, fluent, lucid, dignified with diction and dramatisation. A salesman who knows several languages has a good escape and smooth sailig. In India, salesman should know English, Hindi, Gujarati, Marathi, Kannada, Bengali, Tamil, Telegu, Malyalam, Oriya and other dialects if possible.

B. PSYCHOLOGICAL QUALITIES

The psychological or mental traits are much more important than the physical fitness for, physical fitness does not guarantee mental sharpness. It is not to under-estimate physical qualities, but mental faculities have uppper hand in personality frame-work. Among the traits to be possessed by salesman are – amazing alertness, fertile imagination, rebounding resourcefulness, commanding confidence, equable enthusiasm, inciting initiative and open observation.

1. Amezing Alertness :

Agile and alert salesman has a quick or fast clicking mind that helps him in – what to say ? – how to say ? – how much to say ? – on what occasion to say ? – and so on. An alert salesman is ready to

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meet any occasion, case and eventuality. Mental agitity is the source of thinking extemporaneously, new ideas and dashing demonstration with improvise.

2. Fertile Imagination :

Imagination does not mean day-dreaming. It is the ability to originate ideas of value to the prospects. It is not poet's imagination or 'ivory tower'. It is fertile imagination which is rich and ripe that acts as a tremendous source of assistance. It is the ability to see the difficulties and problems through the eyes of customers and devising the ways and means to solve them effectively. His imagination is customer oriented and if it is dramatic, it is adding copper to gold for extra shine and extra studiness.

3. Rebounding Resourcefulness :

Resourcefulnes and imagination are closely related. Resourcefulness is that quality which makes salesman more dependable and creative. Resourceful salesman is one who has never been defeated by his customers. He has not 'no' answer for all the questions of his cusotmers. Resourcefulness alters the consumer preferences and results in impulse buying. It kills consumer resistence to a very great extent.

4. Commanding Confidence :

Fear of any kind is enemy of any one in this world. Salesman is no exception to this as he has the fear of competition, criticism, inexperience, bleak prospects and so on. However, fear is the key. Such fear is to be uprooted by confidence ; self-confidence is the off spring of self-faith wedded to knowledge. Confidence is absence of diffidence and is the strong belief in himself, respect for his own capacities and powers. It is a motivating dose that makes him witling and eager to meet any odd situation in the sales line. Confidence is the outcome of knowledge and experience. Optimistic and enthusiastic tinges tend to develop confidence in him, His products, his firm and prospects.

5. Equable Enthusiasm :

Enthusiasm is the breadth and depth of curiosity one has. It is founded on belief and loyalty and belief is impossible without knowledge and, hence, knowledge of goods, firm customers and sales techniques is the base for equable enthusiasm, It makes the work of a seller more pleasant and enchanting, the absence or which turns the work a drudgery a drag. It is a requisite for eloquence and foundatio for effective sales presentation.

6. Inciting Initiative :

Like a bank balance, a salesman should have large balance of

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initiative at his disposal. It speaks of spontaneous feeling or urge to learn the tricks of his trade and secrets of his selling- line. A person with inciting initiative is readily witling to get into actions as a self-starter instead of being pushed. He takes lead in his work. Such a salesman is an apple of eye in the rank and file and a model for others as he is dependable. He relies on him, has his won plans, and works uninterruptedly waiting for nobody's instructions. Customers love him the way he cares them.

7. Open Observation :

A creative salesman is a keen observer. He observes the things and people more minutely, openly and meaningfully with the intent of finding something new. He observes and sizes up the delicate changes that are taking place such as tastes, fashions, styles, the activities of the rivals, strategies, political, economic and technological changes, cultural and ecological changes and what not. He has a clear-cut and close-up information of what is happening all around. He sizes customers by their dress and attire, facial expressions, gestures, the language they speak, and is always ready to meet his needs.

C. SOCIAL QUALITIES :

Salesmanship is for the society as it is the part of society. Like any other human-being, Salesman is also a social and rational animal. Rather a special kind of social and rational animal. The social traits essential for a Salesman are : extending extroversy, conforming conversing, portraying poise, built-in courtesy, tacit tact, centering cooperation and good manners.

1. Extending Extroversy :

A successful salesman is an extrovert and overt than introvert or covert. Extroversy speaks of pronounced social inclination, basic liking for people, readiness to mix with people, enjoying the company of others by being friendly. Salesman's work is to mix and mingle with people of differing age, sex, life-styles back-grounds, ideals, levels of education, beliefs and habits, customs and taboos. Extending extroversy is the solution for having social adoptability and friendship. A salesman needs to be a good mixer, enjoying meeting his fellowmen and an interested participant in the conversation that is general at such social get together.

2. Conforming Conversing :

Speech is most important thing in business of today, as business is conducted through spoken words. Conversing is the art and practice that can be developed and refined. It is the product of communication skill. It is the process of communication- pouring your ideas into the heads of others. It is a clear, pleasant, persuasive. Conforming

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presentation of ideas to create an impression that is interesting and convincing. He communicates by listening. He relies entirely on oral expression to convert a prospect into a purchaser ; the importance of effective vocabulary cannot be over stressed in this art of convering. He should have command over words, and phrases to speak Queen's English. Speech clinics have made major strides in correcting many of the speeach defects. Improvement can be attained to a very great extent in enunciation, tone placement, timbre, unpleasant mannerism stuttering, stammering, pitch and other features of faulty speech.

3. Portraying Poise :

Poise is the power of an individual that keeps him in effective command in terms of physique, mind and emotions. It implies self-control, self-possession and self-assurance. Poise gives an impression that he has mastery in the line of selling ; he has attained the zenith of maturity and pitch of emotional stability ; he is indifferent to the differing reactions of different customers – may be praises or sarcasms or the criticisms or the brick-bats. He takes all very sportively. Such an attitude cools down the customers and makes them to follow him.

4. Built in Courtesy :

Courtesy is the consideration for the feelings of others. It speaks of being polite, meek, modest to win the hearts of others and mend the behaviour of others. The world of business makes no place for a person who is curt because he hurts the feelings of others. A pleasing and everlasting imprint is made of the Salesman by his little niceities of behaviour. Words like 'welcome', 'please', 'excuseme', 'thank you' cost nothing but pay rich rewards. Even things like covering mouth while yawning or coughing, or even nose while sneezing, opening the door, offering a chair, cleaning the seat before the customer to sit – all these go a long way in manifesting this courtesy.

5. Tacit Tact :

Tact is a nice perception or discernment. It is social, intelligence and skill of doing the things. It is the art of saying proper thing and doing the work, accurately without offending others. It is the capacity of apprehending the delicate situation and acting accordigly. It is the mental awareness as to what is appropriate to say or to do at a given moment of time, to avoid disfaction, inconvenience and untoward happenings. It is the diplomacy of thoughts and actions. Tact or diplomacy helps in avoiding objections interruptions and barriers in the sales programme.

6. Centering Co-operation :

Antagonism, animosity and bickerings in the realm of business

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speak of crevaces or cavities in the same bed or rocks. Harmoneous, homogeneous and frictionless humming of sales unit is the direct product of co-operation among all the men and women who wield and operate. Co-operation is the union of thoughts, purposes and actions. Collective pulling, team- work are the basic tenets of co-operation. A salesman is to be co-operative with other salesmen, other employees in the sister departments, his superiors and the general public he comes in contact in day-to-day business dealings.

7. Good Manners :

Selling, in the final analysis, is largely a human problem and a person who posesses the faculty of getting along well with his fellow men has the success. He should have likeable and cheerful manners. Each individual is the bundle of gestures, expressions, postures, voice, approaches which may irriate others or irrigate others. These manners are the habits acquired consciously or unconsciously by imitation and routine contact and a Salesman is no exception to these habits which may irritate others such as coughing countinually, clearing one's throat, blowing the nose, tapping the counter with fingers or pencil ; twisting one's hat buttoning and unbuttoning the coat or a shirt, fiddling with pocket knife, tugging the ear-loba, fidgeting with eye-glasses, scratching the head cracking the knuckles, chewing gum, cutting the nails, smoothering the hair, hoodwinking the eyes, standing on a single leg like a horse, jerking the neck, shrugging the shoulder, toying with ring, fumbling with pockets, clasping and unclasping hands swinging back and forth in chair and so on. A Salesman is expected to be alert to detect and avert these manners in his own welfare.

D. CHARACTER QUALITIES

Character or moral qualities are as important as physical and mental. In fact, they are more important than those of physical, mental and social qualities. Here, one is reminded of the statement of our Father of Nation namely. "If wealth is lost nothing is lost, if health is lost something is lost ; if character is lost everything is lost". In any society, moral values have their own standing. The personality of a salesman is incomplete without moral or character qualities. Gold and copper as metals can hardly be compared in terms or price. However, gold shines brighter and gets harder if copper is mixed with it in a definite proportation. Salesman should be a man of characters or moralities. These character qualities needed are : multiple maturity, colossus courage, simmering sincerity, darting determination, inkling integrity, lasting loyalty and impinging industry.

1. Multiple Maturity :

Maturity or mind is the state of balance reached by social

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adjustibility – independent and confident attitude. Maturity forces the salesman to think before he takes any action and once decision is taken, he is prepared for any result – come what may. A matured salesman is not moved by the praises or abuses for, he accepts both gracefully. He recognises his responsibilities and is readily willing to assume them. Discretion is another fact of maturity and knows how calmly to face unpleasant an unwanted defeat.

2. Colossus Courage :

Courage is a moral strength. It is otherwise known as 'guts'. It is natural that difficulties arise, mistakes are committed, promises are falsified tactless things are written and said resulting into an unpleasant atmosphere. The greater tranquility or tranquilizer is the courage. Daring is the willingness to undertake ventures and fortitude speaks of one's firm mind. Courage is a great tonic in generating persistency, frankness, forcefulness, tenacity and firmness. With this, he can swim against the current.

Simmering Sincerity :

Genuine sincerity is a valuable asset as it operates to attract new prospects and to maintain the present clientele. Simmering sincerity develops dependability. Dependable and hence, sincere salesman attempts to present his ideas, products, company and himself with meaningful insight and conviction. He is a temprerate or moderate that helps him to recognise his duty towards his company, customers, co-salesmen superiors and juniors.

4. Darting Determination :

Determination is the will to start and go ahead. A successful salesman who is determined is firm on starting and moving ahead. Patience and perseverance are the ingredients of determination that make him to stick to the task, pronerved. He has continuous or ceaseless offorts or present his ideas, products, services, until the prospect gives the green signal in the form of an order. He has full hearted efforts as he plans in advance and makes the events to happen than waiting for the events to happen. He is endowed with an indomitable determination to succeed if he is to surmount all the disappointments and frustrations that fall inevitably to his lot.

5. Inkling Integrity :

Integrity is the moral soundness. It is a comprehensive term that has the finest shades of meaning. It connotes that of honesty and trust in others. That is, an integrated salesman is such that his talks, gestures, promises, behaviour can be trusted, respected and honoured. Honesty is the counter-part of integrity – that is something of the fear being caught. The honesty to be possessed by the salesman is not

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'judicial' honesty but 'commercial ' honesty. Commercial honesty is far from pure truth. He is to be honest to the extent he is to be honest. He is to be to the point.

6. Lasting Loyalty :

Loyalty is another moral trait that is ranked on priority. It is the desire or willingness to obey, cooperate and work as per the rules and ragulations. It is a fear for respectable and disciplined working. Loyalty, to employer – fellow employees, and customers that is needed. Loyalty to the employer is to work within the frame-work of his job – honest and disciplined, not to leakout the secrets to competitors. Loyalty to colleagues means extended cooperation and guaranteed team work. Loyalty to customers is seen in generating new accounts an streamlining the existing ones.

7. Impinging Industry :

Optimism and ambitiousness make the salesman to forge ahead in his line. Being ambitious is not day dreaming or building castle in the air. Ambition and optimism figure out the targets to be achieved However, ambition remains a dream if not backed by hard-work. Industry is another name for hard-work which has no substitute. His ardent and driving ambition and pushing optimism, make him industrious forcing him to work for longer hours under discouraging and challenging circumstances. Industry breeds the qualities or tolerance, waiting, pushing and forging ahead with self reliance.

IMPROVING THE SALES PERSONALITY

Sales personality is something which is rarely given with. Hence, only alternative is to develop it. This tends to support the idea "salesmen are neither born nor made " but "salesmen are born and made". To be very precise "salesmen are made, rarely born". What should be the personality of a good salesman is already narrated in terms or physical, mental, social and character qualities and each chunk is to be made up of. It is almost an impasse to find a person who is unique blend of all these listed and tested qualities. Salesman is not a standardized product made in a factory to conform to the qulity control limits. Hence, proper attempt and sincere practive will clear the way towards developing a sound personality. It is purely an individual adjustment depending on what he has and what he needs to make him a "balanced" person enjoying above average sales personality. Modern phychologists are or the opinion that a person is more moulded by his environment than heridity. According to them, it is possible even to alter personality by training. According to some, proper environment and training can materially raise one's IQ. Any young person aspiring for sales career can succeed by reading, everything

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essential to selling success can be acquired, assuming normal physical and mental assets at his disposal as the prime base.

Coming to physical qualities, good deal of improvement is possible in maintaining sound health, posture, appearance and voice. It is constant exercise and practice and periodic medical check up that helps. In case of mental qualities, mostly they are to be possessed to a certain on which improvement can be brought about. A minimum gift by nature will give scope for harnessing them for sharpened results. The key lies him knowledge and experience. In absence of experience, it is training and exposure that play constructive role. Turning to social traits, these can be learnt by facing new situations, people, ideas, things, experiences. Coming to character qualities, it can be said that these qualities can not be developed from zero state ; these must be in the blood of a salesman which can be refreshed and further polished.

From the above discussion, it is amply clear that any person cannot become a good salesman. He should have certain minimum physical, mental, social and character qualities. A person with normal health, above average intelligence, extroversy, determination, imagination, tact, courage, industry and integrity—makes a position in the sales organisation. All these build his personality that will be instantly likeable all those who come in his contact. Thus, a typical salesman is a raw diamond who is cut and polished to shine.

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CHAPTER 5

KNOWLEDGE OF PRODUCTS

General

Every salesman should possess a enviable sales personality. However, his success depends on other things than sales personality such as knowledge of products or services he is selling and the knowledge of his customers. This chapter, plans to discuss the second fundamental of successful selling namely knowledge of products. The points covered are—What is it ? Why he should have such knowledge ? What he should know about his products ? What selling points are involved in case of his products ? What selling points are involved in case of his products ? What are the sources of such product knowledge ? and the like.

WHAT IS PRODUCT KNOWLEDGE ?

Product knowledge is the threadbare or detailed or meticulous knowledge about the product or products a salesman was, is and will be selling. It relates to name, composition, design, weight, colour, smell, appearance, manufacturing process, quality, packing, packaging, handling, servicing, repairing, uses, benefits, working, pricing and hints for better performance and the use. He should know the manufacturers and the competitors as the competitive producers. In fact, he should know all about product from its conception of commercialisation.

WHY PRODUCT KNOWLEDGE ?

The significance of a perfect product knowledge need not be overemphasized for, it has its own standing in salesman's career. It goes without saying that an ignorant salesman is a liability to the employer, enemy to himself and a threat to customers. A salesman with half-baked ideas and insufficient knowledge is a total flop from the angles of himself, employer and customer. The benefits of perfect knowledge of products on the part of a salesman can be highlighted as under.

1. Sales Personality is not All :

Sales personality is important in making a successful sales career. However, it is only one third of the total input required. Personality supplements the knowledge while it does not supplant it. Personality is imperative in creating good starting impression. His real colour is exposed soon the way he presents his product or products. People are interested basically in goods and not the salesman or his personality.

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A salesman with perfect product knowledge is excused even if he does not have the charming personality. Physical deficiencies are over looked for his ability to solve their buying problems.

2. It Strengthens his Self-Confidence :

Self-confidence is the off-spring of self-faith wedded to knowledge. One may be possessed of unlimited self-faith, but still lack self-confidence because of ignorance. One may have implicit faith in his ability to become a good salesman but, if he is ignorant and imperfectly acquainted with product technicalities, he shall lack self confidence. Self-faith is a inborn attribute which may be fostered and developed by self- confidence which springs from knowledge – off all – particularly products and services. Perfect knowledge of products builds his confidence in his products and in himself as he is professionally equipped to handle the situation.

3. To make Selling a Pleasant Task :

The work of a salesman must not be a drudgery and a drag or a pull instead, it must be a game one which is entertaining, pleasing and giving much desired satisfaction. The salesman must enjoy his sales job and it is possible to do so when he has the job satisfaction. Psychologists are of the opinion that happines in a job is based on the gratification one dervives from it that stems from the justice with which it is performed. A well informed salesman takes pride in his profesion because, his knowledge gives him great mental satisfaction. in addition to the material gain. If a student solves the problem its full understanding, he has the unique feeling of achivement than mere a mechanical arriving at final answer. The happiness of laughing at a jock is altogether different when one understands it and laugh than mere joining others in laughing because it is a joke.

4. To Project the Perfect Product Image :

A successful salesman sells not the product but its features, facts, merits and benefits. Salesman has selling specifications while a customer has buying specifications. There should be perfect integration of consumer and seller specifications for clinching a deal and developing after its click. It is the effort of the salesman to place the product on the mind of a customer to create an impression for sale. Only through authentic and up to-date product knowledge makes it possible. The stock of a salesman is facts, proofs and figures which make his picture more agreeable and acceptable. Long lasting image can be imprinted on the mantle of customers with the colours and tinges of product knowledge.

5. To Withstand the Rigors of Competition :

Another name for modern word is competition. Competition is the breath in every walk of life which is a source of new ideas, quality

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improvement and cost efficiency. In this competitive sales world, a salesman who knows the latest products, their features, benefits, users will keep pace with the changing requirements. This knowledge as to how to deal with new products, what they do for the user. How they are more effective ? How economical they are ? How different they are from the existing one ?—all will help him competing away the business of others. Such a person becomes a successful swimmer in deep water ; he becomes competent to swim against current. His courgage, daring and dashing nature are fully supported by up-to-date knowledge of products that are on the move.

6. To Multiply his Earnings :

As a matter of principle, a salesman is said to be above material gain or reward for his work. It is one of the essential features of a profession that a professional is to earn just sufficient to his line. However, we must not forget that salesmen is also a human being and has his aspirations and ambitions to be fulfilled. He has to fit in a social scale and to-day's society courts his earnings than the service. His earnings are correlated to sales. Higher sales or larger sales- volume will mean increased earnings for him. The root cause of increased sales is his ability to sell well ; his ability to sell is conditioned by his ability to know more and knowing through the products he sells. A satisfied customer is the outcome of good salesmanship based on perfect product knowledge. It is his knowledge which turns even a disgruntled customer into a satisfied one as he is fully charmed and convinced.

7. To Pull Through the Sales Interview Effectively :

A salesman who has a thorough and up-to-date knowledge glides through sales interview like a duck in the water. The secret of lovely and easy gliding duck is that it peddles water constantily underneath, which is concealed. It means that knowledge alone is not sufficient to guarantee a shining success. What is important is its intelligent and skillful use at the nick of the hour. Superior salesmen have this acumen. What is significant is matching and integrating of what one has and what one requires. The sales talk or interview between the salesmen and a customer or customers can be under his full command and guidance as he is the master of the ceremony who knows no tension defeat ; frustration and disappointment. Success follows him as he is the ardent follower of up-to-date knowledge and the judicious use of its.

WHAT SALESMAN SHOULD KNOW ?

The next pertinent question to be answered is as to what a salesman is supposed to know about his products ? "Product knowledge here, does not confine strictly to the concept of product. It covers a wide range of allied areas that hover- round the product. Among other things, the major areas of product knowledge can be at least six. These are :

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1. His Firm :

A salesman is to know first of all about his firm which makes the product or products. Here, the term 'firm' means by form of organisation manufacturing or assembing the product for sale. Salesman is the representative of the selling house and detailed and up-to-date knowledge about his firm helps him in projecting its image. It is his depth and breadth of knowledge that speaks of his ability to build good will for the firm. In that sense, a salesman is an effective public relations officer. He should know its history—the early traditions—founders—their struggles—growth and expansion—the present position or the status of the organisation—its type of organisation—chairman—board—officers—prominent share-holders—lenders ; the business dimensions in terms of daily and annual-sales, number of customers, spread to customers, number of departments, people working in each department, the annual tax paid, its plants and branches, managerial policies, research and development programmes, social or community concentration, its future plans of diversification and expansion and so on.

2. His Products :

A salesman is to have accurate, thread—bare and dependable knowledge of his products he deals in. These relate to :

(*a*) *Back ground* : He is to know the history of the article, its manufacture, its uses, competing products, its rarity, its prestige ; its present position and future modifications as a part of refinement programme.

(*b*) *Composition and construction* : What raw- materials are used in its production ? Of what quality ? How much they cost ? Where from they are acquired ? In what proportion they are used ? Whether the product is hand-made, pressed, moulded, pressed, inlaid ? What conditions are essential to manufacture it ? What special process or processes are used ? What is its design ? What varying models of product are made ? What is the quality standard ? What are its specifications and dimensions ? What are the brand names ? What is its size ? What is its weight ? What is its texture ? What is its finishing ? What are its packing and packaging conditions ? What is its style ? How it appears ? What are its ensemble possibilities ?

(*c*) *Performance and uses* : Performance speaks of its durability, degree of colour performance, shrinkage or stretchage, breaking, strength, resistence to what—wind—wear and tear—heat—light chemicals—oils. Its major uses and minor uses. Its suitability and versatility.

(*d*) *Use and care* : Use of the product refers to the giving of information or instructions as to how to operate it ? How to wear

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it ? How to apply it ? How to arrange it ? How to assemble it ? How to display it ? How to place it ? How to dismantle it ? How to clean and maintain it ? Care for the product tells as to how to handle it ? How to adjust it ? How to store it ? How to repair it ? How to maintain it ? and so on.

(*e*) *Extended Services* : Services extended on buying a product refer to the credit granted, delivery terms and conditions, installation, instruction for better use, maintenance, replacement of parts and the like. The actual sales of a product, particularly consumer durables, depend on these after-sale services.

3. His Market :

The products are made for markets and these market conditions are always changing. These refer to the changing demand and supply situation's. The mood of the market changes like a weather and it is the salesman's responsibility to smell, search and grip the minute changes that effect his sales. The demand for products under-goes a change with changes in the income desires, habits, fashions, styles in the short run and the level of education, age, movement, cultural values and the like in the long- run. Sensible and agile salesman feels the pulse of the market and gets prepared to meet the eventuality with success. Survival, growth, expansion and prosperity of selling house and, hence, himself depends on his ability to read the futurer trends based on the part and present events.

4. His Competitor :

Competition is an essential commitment of modern marketing mechanism. Competition is the greatest challenge to the very survival and flourishment of firm's business. Competition can be of two types namely 'price' and 'non price'. Price competition works on the principles of price discrimination and price-cutting pricing is a big gun for the selling house which makes or mars its success. Non-price competition tries to compete away the business in terms of differing sizes, dimensions, shapes, colours, appearances, weights, quality standards. It also includes grant of liberal credit facilities and discounts and allowances. It is the challenging task of a salesman, to position or place his products will about the lines of competions,in the eyes of consumers. Therefore, be should have the girth and spectrum of competition, its nature, its extent, terms of prices, policies of discount credit, packing, delivery and the like of competitors.

5. His Government Policies :

Both production and distribution of goods and deeply influenced by the politics and governmental policies of the nation and its aggregate may be local, state or central. Governments declare price

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controls, production priorities, liberalisations, or restriction on import of inputs the fiscal policies affect the tax structurer having effect on final sales. Credit policies have impact on borrowings, cost of production and distribution. These changes affect the legitimate interests of consumers and finally the firm and himself. For instance, heavy customers duties on import of spare-parts used in making say audio visuals—particularly video sets—have raised the final prices almost double over the previous figures. The policy of importing gold up to 5 kilograms per individual has its own implications on bullion market and therefore Indian economy. Salesman, as a keen observer, should study these changes and guide the consumers as to how they are likely to be affected and what alternative solutions they have before ? and so on.

6. His Distribution System :

The goods manufactured reach the consumers through direct and indirect routes or channels. The salesmen is to have a thorough study of the accepted alternative channels of distribution for his products. It is equally important for him to study and analyse the prevailing channels in the market or markets by his rival groups. Any snags, bottlenecks, barriers, can be removed to ensure easy, smooth, and timely flow of goods from producers to consumers. It is the route or routes used for distribution that decides the success of salesman as well as the firm. He should also be conversant with the actual movement and storage of goods in the journey from producers to consumers. Many a times, artificial scarcity conditions are created by middlemen on the pretext of transport and warehousing bottle-necks. At any cost, such attempts can be curbed if one has grip over the prevailing situation in different markets.

SELLING POINTS

What are Selling Points ?

'Selling points' are the points that project the product in the mind of a customer wooing him or her to buy. Selling points are the talking-points which make a case for a product or a service. They are 'U.S.P.s.' or the "Unique Selling Propositions". These are the solid facts that are instrumental in killing sales resistance which a product faces in a market- place. They are the specific facts that cause the people to demand a particular product as compared to the competitive products ; they impel an action ; they tell the story of a product to get 'yes' action. In essence, these relate to the specialities of product in terms of quality standards, features, merits and uses of a product. It may be a historic, manufacturing, marketing, packing, advertising, transporting feature that highlights its superiority to others.

Selling points are the talking points which form the substance of

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sales talk or sales interview. Selling points are mostly covert than overt which are to be discovered by taking each product and analysing it at length, meticulously. These differ from product to product depending on the very nature of product, its make up, manufacture, cost-structure, packing and packaging, price and so on. Selling points are the sellers specifications which are to be matched to the buyer's specifications manifested in the forms of buying motives. While presenting these selling points, the salesmen is not supposed to narrate all the selling points like a parrot ; he is to select and stress only those which are unique and uncommon because, customers know already some common selling points. They are interested in the latest and outstanding product specifications or selling points. A shrewd salesman knows it and, therefore, cuts to the core.

The most common examples of selling points may be, make – size variations – colour combinations – shapes – constituent materials – packings – durability – suitablity – convenience – case of use – resale value – status symbol – economy – special selling terms – and the like.

SELLING POINTS OF CLASSIFIED PRODUCTS

It is already said that though some selling points are same in majority of products, these selling point combinations differ from one class of products to another. For the sake of convenience and better graps, these goods are classified as agricultural, manufactured consumer and manufactured industrial goods. An attempt is made analyse classwise selling points.

1. Agricultural Goods :

Agricultural goods include all cereals and corns, products of dairy, poultry, piggery, horticulture, fisheries, mush-room farming and the like. In brief, these relate to all edible food corns, eggs, meat, mutton, bacon, beef, fish, prawns, milk, tea and coffee mushrooms, fruits, vegetables and so on. The most out-standing features are freshness – weight – vitamin content taste – flavour – aroma – colour – thickness case of assimilation – durability – mineral contents and the like.

2. Manufactured Consumer Goods :

Manufactured consumer goods are those which are used for final consumption than for further commercial processing. These can be durable and non-durable. Consumer durables are those which last longer. They are used and reused. The examples are textiles, loiletories, leather goods, fridges, cars, two- wheelers, sound gadgets, books, furniture items, utensils, kitchen implements, garden appliances, home computers, calculators, washing machines and so on. In case of these, the selling points may be size, weight, dimension, make, colour

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combinations, durability, economy, versatility, comfort, convenience, resale value, maintenance, repairs, terms of sale and the like.

On the other hand, non-durable consumer goods are those which perish with one or limited use. All the processed food items, house-hold stationery, cosmetics, loiletories, millinary items. The selling points involved are freshness, health promoting properities, packing, price, economy, effectiveness, ease in home processing and the like.

3. Manufactured Industrial Goods :

Manufactured industrial goods are those which are used for further production and include industrial raw-materials, fabricated parts, supplies, equipments and installations. These can be called as engineering goods. Though each category has its specific selling points, let us see the common selling points for this group as a whole. These selling points can be make, size, dimension, shape, durability, portability, ease of operation, anti-pollutent capacity, spatial requirements, installation, repairs, break up value, power consumption, production capacity, versatility and so on.

SPECIFIC PRODUCTS AND SELLING-POINTS

The acquaints the readers with the practical knowledge, some specific products are selected from each category and an attempt is made to analyse the relevant selling points.

AGRICULTURAL PRODUCTS

1. Mushrooms :

Mushrooms growing on commercial lines has been on increase all over the world and India too. In the past, it was considered a product of jungle and highly seasonal product confining to rainy season. Now, the time has come where each cosmpolitan city has mushrooms farms making available mushrooms round the clock and round the year. The selling points can be : (1) freshness, (2) edibility, (3) price, (4) perishability, (5) nourishing ingredients, (6) medicinal values, (7) packing, (8) delivery conditions.

2. Packed meat :

The term 'meat' is taken is a broad sense as flesh and includes, chicken, mutton, bacon, beef. The selling points can be : (1) selected breeds (2) healthy birds and animals, (3) care in processing and preserving, (4) price, (5) packing, (6) assortments, (7) preservability, (8) additional properties mixed to enrichment.

3. Jams and Squashes : Pulps and Sauces :

Modern house-wife is very much interested in these ready and instant tinned and bottled food items. The selling points can be :

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(1) freshness, (2) non-perishability, (3) colour, (4) aroma, (5) taste, (6) packings, (7) ease of preparation and serving , (8) price.

4. Packed Green Peas :

Among the lentils green peas have the top priority for taste and rich vitamin contents particularly 'B' and 'A'. These are seasonal one, but now available in tins and polythelene bags, throughout the year and are as fresh as picked from the farm. They are dehydrated. The selling points can be : (1) round the year supply, (2) convenient packages, (3) durable, (4) vitamine rich, (5) ease of preparation, (7) original properties retained, (8) hygienic processing.

MANUFACTURED CONSUMER DURABLES

1. Washing Machine :

Washing machine is the latest status symbol particularly of middle-class just as sewing machine was, some times back. The selling points can be : (1) initial investment, (2) operating expenses, (3) ease of operation with semi or full automatism, (4) durability, (5) materials used in construction, (6) suitability to topical and Indian pattern of life, (7) make, (8) terms of payment, (9) after-sale services.

2. Pressure Cooker :

Pressure cooker is most commonly used kitchen-ware by modern house-wife. The use of pressure cooker has increased over the years with the on slaught of cooking gas in every kitchen. The selling points can be : (1) time saving, (2) durability, (3) safety, (4) fuel saving, (5) accessories, (6) repairs and replacements, (7) capacity variations, (8) resale value, (9) after sale services.

3. Two-wheeler :

The energy crises, particularly, petrol has made the companies to go in for light vehicles with lower cc., engines yet maintaining other features intact. Today two-wheelers are as common as bicycles. The selling points can be : (1) low initial investment, (2) fuel efficient engine, (3) suitable design for balanced and speed driving, (4) convenience, (5) prompt and efficient servicing, (6) low maintenance cost, (7) Sturdy body for durability, (8) high resale value.

4. Sound gadget :

Music lovers, singers and dancers and general head-nodder's are very much lured by the tunes and the tones of music whether western or eastern, classical or modern, vocal or instrumental. Sound gadets like radio, radio-gram, sound system, have become more a member of modern living and almost a family member having reserved place.

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The selling points can be : (1) hi-fidility stereo-effect, (2) high output compact speakers, (3) matching colour, (4) size and weight of the system, (5) ease of operation, (6) versatility, (7) easy circuit design, (8) durability, (9) spare-parts and servicing.

MANUFACTURED CONSUMER NON-DURABLES

1. Hair oil :

Though the modern trend is to shampoo the hair, the use of hair oil is on for many health reasons. That is why, most gents and ladies use variety of hair-oils. The selling points can be : (1) non-sticky, (2) conditioning tonic, (3) brain-cooler, (4) massage medium, (5) variety of perfumes, (6) convenient packs, (7) economy, (8) regular supply.

2. Refined Cooking medium :

People of to-day are more health conscious. This is particularly of people belonging to rich and upper-middle-class who are damn afraid of heart and nervous disorders and ailments. Such people go in for refined or double-refined oil for cooking. The selling points can be : (1) lightness, (2) transparency, (3) lowest saturated fats, (4) tetrapacking, (5) aromic smell. (6) reasonable price, (7) purity, (8) processing and packing under hygienic conditions.

3. Toilet Soap :

There has been a revolution in making bathing soap-cakes, all over the world and India. India has a pride of place on the world map in soap-making. The selling points can be : (1) harmless contents, (2) colour variations, (3) perfume differences, (4) health promoting properties, (5) weight and size variations, (6) froth performance, (7) economic pricing, (8) Moisturizer.

4. Gourment mixes :

Busy house-wives have extended their full co-operation in supporting the instant group of items like coffee, chappaties, cake, ice, jamun, dosa, idli, masala preparations. For their convenience, these items are readily available. The selling points can be : (1) purity of ingredients, (2) retention of original aroma and taste, (3) convenient packages, (4) instructions for best results, (5) economical, (6) easy availability at locations, (7) time and labour saving, (8) guarantees and warantees.

MANUFACTURED INDUSTRIAL GOODS

1. Hand tools :

Hand-tools have their role in running, repairing, maintaining the machines and installations. These are hammers, pliers, spanners, saws, files, cutters, welding units, sprayers, dryers, blowers, and so on. The

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selling points can be : (1) brand or the make, (2) materials used in making them, (3) gurantee of service, (4) durability, (5) versatility, (6) economy, (7) regular and adequate supply, (8) portability.

2. Equipments :

These equipments can be office or factory. Let us take a case of office equipment like type-writer. The selling points can be : (1) brand or make, (2) initial investment, (3) operational efficiency, (4) variety of jobs done, (5) copies that can be taken at a time, (6) special attachments like deci-tab, (7) repairs and maintenance, (8) terms of sale, (9) resale value.

3. Power generator :

In most factories, installation of power generators is on increasing scale as it is becoming risky and costly to depend on public utilities. The selling points can be : (1) range of output, (2) initial investment, (3) operating costs, (4) spatial requirements, (5) brand or make, (6) after-sale services, (7) repairs and maintenance, (8) resale value (9) Noisefree working.

4. Supplies :

Supplies can be office or factory. Office supplies refer to sationery items such as paper, carbon paper, inks, pens, refils, pencils, erasers, tags, gums, files and the like. The factory items refer to the things like oil, greases, soap, furnace oil, cotton-waste, belt-fasteners and so on. The selling points can be : (1) adequate and timely supply, (2) quality standards, (3) terms of sale, (4) brand or the make, (5) prices, (6) minimum quantity of supply, (7) terms of sale.

SOURCES OF PRODUCT KNOWLEDGE

Acquisition of knowledge is a pleasure and the urge that is there with every interested worker. For a person who believes in "work is worship", information seeking and finding solutions in his blood. It is his curiosity, interest and the enthusiasm that make him to learn and build his sales personality. Sources of product knowledge are many and varied. However, these sources can be classified as basic and miscellaneous. The fundamental sources are basic to his areas of learning while collateral are subsidiary sources. Let us examine each source under these two heads.

A. BASIC SOURCES

1. Education and training :

As salesmen are made than born, education and training are the imperatives. Professional salesmanship warrants certain amount of education as minimal after which he is admitted for specialised training

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either in in-house training institutes or external training houses. Through such specific training progress the salesman imbibes perfect product knowledge.

2. Personal experience :

Experience is the first and authentic source of information. There is no perfect substitute for experience. His ability, his compentence improve with more exposure to his line of work. There will be deeper interaction between himself, the products he handles and the customers he meets. It is more a matter of trial and error and under most natural situations he is put to acid test. However, experience takes time. Experiencing the product himself can give him good deal of product knowledge.

3. Colleagues :

Salesman learns a lot and widens the horizons of his knowledge through his colleagues particularly seniors and colleagues and juniors. His seniors are the rich source and act as living bundle of information as they are to unfold their own successes and failures. Regular discussions with colleagues, customers, suppliers, retailers and wholesalers will give him the necessary gun-fodder for firing effectively. He should have the knack of brushing the shoulders with his seniors who should spare time for such guidance. A shrewd salesman takes every opportunity to convert his leisure hours in fruitful discussions and discourses.

4. Sales literature :

Sales literature is readily available from trade journals, "sales manuals", sales bulletins and "sales port- folios". **"Trade journals"** are the technical journals containing technical points and details about products. In each trade, such magazines are published at definite time intervals. Thus, manufacturers of drugs and medicines do publish these giving so many selling points on which salesman can capitalise. A **"sales manual"** is a salesman's main source of reference on products, policies and sales techniques. It organises selling materials so that it is capable of being readily used by salesmen before, during the after sales interviews ; it provides new data about products and policies. That is why, it is called as Salesman's Bible. A **"sales bulletion"** is one which is a supplement giving full details about the latest produts the company has introduced or is planning to introduce. These also portray changes in marketing policies. A **"sales port-folio"** is a sales presentation in the form of pictures and story bound in a book form. It arranges sales points in a logical sequence, develops a single idea at a time and uses illustrations freely. It includes testimonial letters, illustrations of product installations, names of users, clipplings, diagrams of construction, features, advertising and swatches.

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5. Advertisements :

Each advertisement relating his company products is based on a theme ; it has a story to tell ; it is built on the valid psychological principle of A.I.D.A. A wise salesman studies not only the advertisements of his company products but more those of his competitors. Each advertisement studied and compared gives a stock of selling or talking points. The salesman is better placed, to position his product high in the minds of consumers or prospects. The work of salesmean is really made easy in that the customers are already exposed to the advertisement which has already sold the product mentally. His sales talk reinforces his stand and confirms the sale because, desire leads to action by his personal persuation.

6. Sales meetings and conferences :

Companies arrange for the periodic meetings and conferences that make possible interaction, discussions and deliberations. Conferences, under the direction of trained conference-leader, enable the exchange of ideas, pooling of experiences and working out solutions to the common problems. Each salesman is given an opportunity to be heard as a participant, stimulating individual thinking. The topics likely to be covered in sales conference are the current selling problems encountered by the salesmen such as price competition, objections, close of sales, handling claims and adjustments. They do cover sales-talk, demonstration and the like that hover round the selling points.

7. Visits to factories and show-rooms and exhibitions :

The manufacturers welcome the salesmen to visit their factories which is a rich source of information as to raw-material input, processes of manufacture, quality standards of inputs, quality control of output. Similarly they are advised to visit show- rooms and industrial fairs and exhibitions. These sources provide new entries in products, product varieties, competitive products, substitute products and so on.

B. MISCELLANEOUS SOURCES

1. Motion pictures and visual aids :

Progressive manufacturing houses use motion pictures and talking slides to show the product features, uses and benefits of all, sound motion pictures and most useful in giving the product knowledge to the salesmen, though quite expensive. Instead, slide pictures with sound track may be used. The films are shot on an ideal or model salesmen presenting the company products to his customers. This gives vivid account and enable faster understanding on the part of the learners.

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2. Training schemes and courses :

With a view to train the salesmen in the fundamentals of selling namely, themselves, products and customers, special training programmes are arranged by the manufacturing houses. In addition, correspondence courses are also designed and implemented to enables those salesmen who cannot attend the training programmes in persons. Some salesmen learn while they earn during leisure hours by attending colleges and institutes that impart training in sales lines.

3. Travelling demonstrations :

Travelling demonstrations are the moving company squads visiting various branches or shops of the company guiding and asisting the counter-salesmen, on effective demonstration or presentation of presentation of products to consumers. Expert guidance extended by specialised demonstrator develops selling skills of salesmen and their efficiency and effectiveness at work are improved to a measurable extent.

4. Public libraries :

An inclined salesman with time at his disposal, can take full advantage of public libraries as the prolific source of information useful to his line. There are countless books, journals, papers, reports, handbooks at his command once the enters the library. Much depends on him as he is to make up his mind to tap this rich source of knowledge and information.

5. Best solution schemes :

In order to make the salesman to think and use their brains, many manufacturing houses have these 'best solution' schemes. It is a scheme under which good many questions are asked relating to products, customers and salesmen. The salesmen are asked to answer these in their own way. The best answer to the questions entitles him a prize – may be in cash or kind. Further, wide publicity is given about such salesmen who give best solutions through house organs.

6. Contacts with customers :

Regular and indepth contacts with the customers can be a reliable and rich source of information. It is the customers who buy and use the products of not only one selling house but of various houses. It is because, product trial is something that goes on. Repeat and confirmed purchases take place only after due comparison of competitive products. It is the customers who decide either through their own experience or the experience of their friends, relatives and colleagues. Salesmen can hear through the horses' mouths about product features, performances, successes or failures and the like. This supplements his knowledge in no less measure.

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FRUITFUL USE OF KNOWLEDGE

Acquiring or assimilating of knowledge is not all, for it, is only the first phase. What is more important is its skillful, intelligent and opportune use. Salesman is an utter failure if he does not know how to apply the rich fund of knowledge at his command. The fruitful use of a given knowledge so possessed is a matter of practice and practicing is a logically developed routine. The following points portary a routine for his own success. While presenting the product or products, he should care for the following points which are worth pondering :

1. Organise the collected information :

In the process of collection of facts and figures, descriptions and prescriptions, he should not just store the knowledge in a haphazard manner. The collected information is to be organised, arranged and boiled down to the essentials or pointers. It is scientific array of these facts, features, merits and limitations that will guide the salesman in approaching a problem. The information reached and reduced to handy classifications and pointers will make his work easy, cosy and effective. It is like keeping alternative doses of medicines for combating a disease ; if one fails, then another that can be administered for assured success.

2. Matching specifications for market integration :

The seller has his product specifications or the selling points. At times all selling points will not work. Hence, he should try to match his selling points to the buying motives or the consumer specifications. Applying a particular product selling point or points lies in his ability to smell, discover the consumer need that dominates and gives him the much needed information in the context to bring his need to the surface for buying action. Discovering or uncovering the hidden motive is possible by means of meticulous inquiry, liberal listening and outcoming observation.

3. Never to offend others :

When a salesman is to give a comparative account of his product in relation to that of a competitor, he should never talk ill of that competitive product this approach should be positive rather than castigating. Instead of telling that competitor's product is inferior to his product, he should say that his product is superior to all the products available in the market. It means that competitive products are good but his products are better. He should speak through facts reasons and proofs. A salesman who tries to tarnish the image of his competitor is, in fact tarnishing his own image, his products image and his company image in the eyes of his prospects. Positioning a product in the minds of prospect or a customer is a critical and crucial yet delicate task.

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4. Avoid technical jargon :

Salesman might have totally mastered the technical specifications of his product or products as he is in constant touch with the very ins and outs of his products. For him, a technical specification may mean nothing extra, as he is coversant with each term and instricacies of specifications. However, for a customer, his technical jargon may block his way towards conclusion of sale. That is why, a wise salesman reduces the technical terms to more easy or easily understandable words. For a layman, he should give what is needed with minimum or no technicalities. For instance, in case of selling a "P.M.P.O." sound system, he should explain what is 'equalizer stereo-phonic' 'hi-fi 'Watts output' and so on. In case of 'quartz' watches and clocks, he should explain the meaning, role of a quartz. The reasons for preference to buy should also be narrated.

5. Cut to the core :

The salesman must expose to the extent the customer wants him to expose. This statements must be specific and to the point, which speak of his sharpress and authority in presentation. Generic remarks are meaningless as they hardly create any lasting impact. Choosing of words and shooting them have their due role in scientific presentation. The generic words like 'petty', 'nice' 'fine' 'good' 'not bad' 'tolerable' and the like are misleading. Instead he should cut to the point. If he is speaking about saving in initial investment and operating of an equipment, the general statements as "its initial investment is pretty small and operating costs are damn low" is to be replaced by the statement say, "the initial investment is less by rupees two thousand and the operating cost per day less by rupees ten as compared to other such equipment". The latter statement is impinging and imprinting for better results.

6. Bring home the benefits :

A salesman's job is not just to talk and talk about products like a caged parrot which is trained by his or her master or he is not a prerecorded casette which repeats from start to finish as recorded. He is to highlight the outstanding product features benefits and advantages to the buyer. In the final analysis, it is the consumer satisfaction that is to be cared and fulfilled. Every drop of energy of salesman should funnel towards this end like a poultry-bird eating feed for adding flesh or laying more eggs. He should endeavour to project the specific product or service benefits. Thus, a salesman selling a cable TV service should speak of benefits of four channel relay of programmes, twenty hours entertainment and eduation, daily three films, no heavy investment at commencement, lowest monthly charges, free periodic installation cheek up, faster adjustment of consumer complaints and so on.

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7. Up-date the knowledge :

The last but not the least salesman is never satisfied with the information at his command. This world of marketing is ever changing. With the passage of time, there is flash of non- ideas, new products, new services, new techniques of buying and selling and what not. This dynamic and competitive selling world is a living television that provides new frontiers of knowledge. Salesman cannot afford to remain stagnant because, one who is stagnant is dead and one who is up-dating or adopting is alive and one who is adaptive is progessive. A salesman, therefore, is to keep his eyes open, earns lent and brain receiving analysing and applying.

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CHAPTER 6

BUYING MOTIVES

General :

Before we turn to the third fundamental of success in selling, let us divert our focus to the closely related topic namely, buying motives. Buying motives are the 'inner man' indicators of a prospect. A study of these well in advance is a prelude to the detailed study of customers because, the essence of selling is motivation. To make a sale, the prospects mind is to change which is possible by harping on motive or a set of motives. Hence, this chapter plans to discuss at length the meaning and importance of motiges – classification – distinction between buying motives and selling points – patronage and product motives and finally buying motives and the group influence.

BUYING MOTIVES

What they Mean ?

A consumer does not buy a product or a service just because he wants to buy. There are good many supporting reasons for purchase of a particular product or a service. Human beings are motivated by 'needs' and 'wants'. These needs and wants build up inside, causing people to desire to buy a product or a service. People's needs result from a lack of something ; desirable wants are the needs learnt by the person. Thus, people need water to drink ; but some want chilled water still some want mineral water. The built up pressure or tension leads to reasons which are manifested in a psychological wave called 'motive'. 'Motive' is the energy which implies behaviour though it does not give preuse direction to that behaviour." Motive is something which is capable of inducing a person to act in a particular way. It is a prompting that causes human behaviour. Motive is the strong feeling, urge, instinct, drive desire, stimuli, thought, emotion, a belief, a tension that makes a person to react in the form of buying decision. It is the inner feeling or the urge that arouses his interest and finally that interest is transformed into action.

Professor D.J. Duncan defined, "buying motives", as "those influences or considerations which provide the impulse to buy, induce action or determine choice in purchase of goods and services". In the words of Professor William Stanton, "a motive is a drive or an urge for which an individual seeks satisfaction ; it becomes a buying motive when the individual seeks satisfaction through the purchase of

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something". Mr. D J. Durian says "buying motives are those influences or considerations which help the buyers in getting on to satisfaction". Thus, a buying motive is the inner state of mind that emerges from 'black-box' that activities and directs the plane of human to take off for satisfactions. The best examples are fear, sex, vanity, pride, possession, love and affection, comfort, convenience, economy, efficiency and so on.

CLASSIFICATION OF BUYING MOTIVES

These buying motives are classified in a number of ways as innate and acquired, primary and secondary, conscious and dormant, physical and psychological, positive and negative, product and patronage and rational and emotional. The bases of classification differ but the motives remain the same. This broad alternative classification indicates only the way they are looked at and sorted out for the sake of easy understanding.

Taking the first classification as "innate and acquired", innate motives are those motives which are inborn or organic such as hunger, thirst, sex, sleep. On the other hand, acquired are those which are developed as a member of society such as security, affection, comfort, convenience, fashion, prestige and so on. Taking the second classification namely, 'primary' and 'secondary' the inborn are primary and acquired are secondary. Taking the third way namely, 'conscious' and 'dormant' motives, conscious motives are those which he is aware and wants to satisfy on his own ; dormant motives are those which are to be brought to the surface by some force or somebody. He knows water satisfies his thirst but a chilled mineral water is a dormant motive while water is conscious. Taking the fourth classification namely, 'physical' and 'psychological', the first one are inborn while second one are acquired. Taking fifth way classification as 'positive' and 'negative', positive motives are those which increase his happiness while negative motives curtail it. Thus, encouragement to do something is positive while discouraging is negative. Moving to sixth classification as 'product' and 'patronage' motives, product motives are those which are product related while patronage motives are those support a store or an outlet. Last, 'rational' and 'emotional' classification, rational motives are those that reflect reationality or reasoning of a person while emotional motives speak of impulse or belief than reasoning. Of all the classifications, the last two are very important from the point of view clear understanding and analysis. Therefore, in this book, a combination of last two classifications is taken. The following chart give very clearly this accepted classifications.

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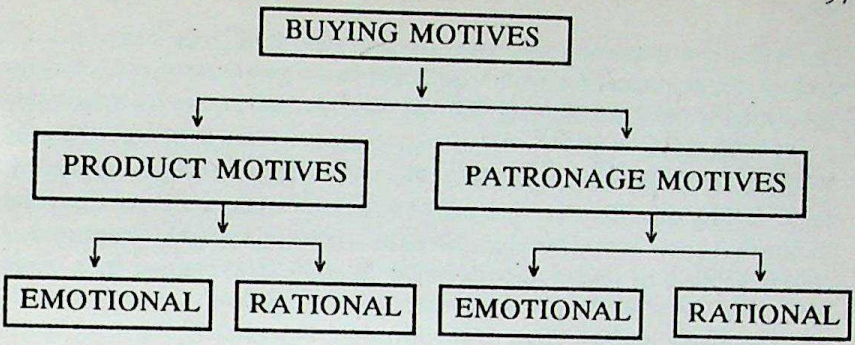

A. PRODUCT MOTIVES

Product buying motives are those that prompt the consumer or propel him and impel to buy because of physical and psychological product attributes. The product might be appealing to his eyes, nose, ear, tongue and skin and matching to his mind. These physical and psychological attractions may be design, size, colour, taste, package, price, performance, pride, affection, durability, suitability, versatility, safety, comfort economy, convenience and so on. These product buying motives may be either 'emotional' or 'rational'. This sub-classification is of much significance to understand the very girth of buying motives.

I. Product Emotional Buying Motives :

Emotion is the excited state of feeling or mental agitation. Emotional action is more quick, pulsive, jerky without much thinking or reasoning being applied. These actions are based on feelings or passions. Emotional decision is not based on detailed study or plan but it is the outcome of the spur of the moment. Emotional buying motives pertaining to products can be.

1. *Pride.* Man and woman are proud of their achievements, birth in family, social standing or status, possessions like riches, knowledge, talents, skills, salary drawn, powers enjoyed. Such persons led by pride go on buying those products that help them in getting satisfaction through showmanship. Costly and distinctive products such as cars, sound gadgets, visuals, furniture, flat or a bunglow, farm house, stable and so on. These speak of lavish spending. The question is not of purchasing a local furniture but say 'chippandale' imported from Italy.

2. *Vanity.* Like pride, vanity plays a decisive role in the life of a person. Vanity is a virtue of a woman. Though some people do not differentiate between 'pride' and 'vanity', there is difference. Pride is justified while vanity is not. There is nothing wrong when a scholar is proud of his scholarship or an artist of his talents. Vanity, being unjustified, is dormant in some persons while vibrant in others. Vanity is making empty showmanship. That is, they will buy goods that they

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really do not need and afford. Thus, a rich man buys a modern art canvas not because he understood it but he wants to show of his riches. Similarly, a person changing the car models every year as a fashion.

3. *Jealousy.* Closely related to pride and vanity is jealousy. Jealousy is more associated with fair-sex. That is why, woman has been rightly decribed as "jealousy thy name is woman". It does not mean that men are free from the clutches of jealousy. Jealousy is a strong feeling of hating others because, they are superior in a given field. It may be matter of intelligence, riches, beauty, health, achievements and the like. To day, Mr. X wants his son to be an engineer or a doctor not because he is capable but because Y's son did it. This jealous attitude has spoiled the careers of countless youngsters because of their parents dictatomy.

4. *Fashion or Imitation.* To imitate is to copy the things. It is basic human tendency to imitate others in many ways – may be their style of walking, talking, speaking, singing, dancing, eating, drinkig, smoking, parting hair, wearing dress, shoes and what not ? A person sells himself to the styles of others. Any person who is loyal to his favourite personality may be cine-sports learning politics – starts imitating him or her blindly. Today's hair-styles, dress-materials, apparels, goggles, shoes, watches, are all the result of imitation that requires no thinking. For instance, when Amitab Buchchan married Jaya Bhaduri, it was a model case of pairing of tall husband and a dwarf wife – for which people used to laugh at earlier. Today, many of his fans have done it. Even committing suicide by young unsuccessful lovers is copied from the hit film "Ek Dooje Ke Liye".

5. *Sex.* Though sex or romance is a basic human motive , it is emotional. It is the sex appeal that makes teen-agers and adults to behave in an unusual manner. Love is mutual and needs sex-partnership. It is this sex appeal which makes the men and women to look more young and smart than they are, to attract the opposite sex. That is why, men and women spend a lot on clothing, cosmetics and entertaining.

6. *Habits.* Human beings are the slaves of habits. A habit is a repetitive act on his or her part done consciously or subconsciously or unconsciously. Habits are highly emotional as they arise out of dual mind of excitement. These habits are individualistic and relate to all the activities that we indulge from dawn to dusk. It is the habit of getting up early or late in the morning, having bed tea or drink or smoking, chewing tobacco, chewing gum, munching pan masala, chocholates, bathing, wearing a dress, shoes, eating, parting hair, walking, jogging, studying and so on. It takes time to form habits, if the habits are formed once, it is very difficult to uproot them. However, strong doses of salesmanship and publicity bring about desired change.

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7. *Love and affection.* Human beings are basically social animals and the motive of love and effection or attachment for his or her dear and near once is uite natural. It is the relation between the persons that is going to decide as to what form this attachment is going to take. It is purely the blood relation that matters. Thus, a husband and wife have the closest relation and attachment is more pronouncely called as love. A father and mother have affection to their sons and daughters, a brother for his sister and vice a versa. Persons buy so many products and extend services to express their deep love and affection. Thus, husband buys sarees, ornaments for his betterhalf, readymade garments for his children. A brother might present a watch to his sister and so on.

8. *Comfort.* Each person reaches a stage in his life where comfort seeking starts and aggravates. It is natural tendency to avoid strain, pain, physical exertion. The concept of comfort is influenced by the factors like softness, accuracy, noise, space, thirst, hunger, humidity, heat, cold and the like. Thus, a rich person prefers to buy a foam beds and pillows to cotton or coir ones, air conditioning is resorted in hot and cold regions a soft- drink quenches thirst instead of a glass of pure and plain water. Remote control comes in place of manual operation.

9. *Aesthetic pleasure.* Aesthetics is the study of art, tastes, beauty, aroma and the like. Aesthetic pleasure is derived by human-beings through their sensual gratification we derived lot of pleasure through the senses of touch, sight, smell, taste and audity or hearing. These are highly emotional state of affairs. Thus, the concept of beauty differs from person to person and time to time, this motive of sensual gratification or aesthetic pleasure has revolutionised the design and the beauty of articles like four-wheelers, two wheelers, machines, gadgets, clothing, architecture, packing and packaging, furniture, interior layout an decoration of a house or a flat, a factory, a store, a show-room, petrol bunk, office, school, temple, church, mosque and what not ? This sensual gratification is not one and the same for all. If one likes dark tea, another with milk, if one prefers sweet another sour or pungent, if one likes strong aroma, another very light one, if one likes rough thing another very smooth, if one likes loud sound another hates it. These differences have given rise to variety of products being produced.

10. *Praise.* Some people like to be praised or admired by others. Praise of any aspect of a person makes him highly emotional or emotionally charged and is ready to do literally any thing. It may be praising a man's honesty, daring, personality, integrity, achievements, abilities, attitude towards othes, even simple matter like his dress spectacles, haircut or side- burns. Praising some one on his face costs

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nothing but yields rich dividends at no investment. Therefore, a person goes on buying those goods and services that make him praise- worthy. Thus, a person may buy an expensive set of furniture or a carpet for his drawing-room with the intent of being admired.

II. Product rational motives :

Human beings are both social and rational. They think before doing. They have an astounding ability of creative thinking and imaginative juggling of environmental variables to their great benefit. It is rationality that distinguishes a man from other animals. Reasoning is predominant in host of his activities, actions and decisions. Rational motives are based on reasoning or judgement. He has such product rational buying motives :

1. *Safety or Fear.* Human life is patent example of uncertainty as it is full of hazards. Fear of one kind or the other haunts every one in one form or the other. Tension mounts because, one has no money, one has too much money, one has bad health, one has enemies than friends, inherent risks in jobs, in travelling, swimming, eating, drinking, sleeping, entertaining and so on. These fears and tensions have made men to be cautious because, precaution is better than cure. Appeal to fear works and clicks. Today, we are buying vitamin pills, capsules, tonics for maintaining and improving sound health, iron safes and burgler alarms for safety, insurance policies to reduce and shift risks. Thus, fear is the key and is the strongest motive.

2. *Suitability.* Individual requirements differ widely depending on his paying capacity, size of the family, size of the house or a flat, relations with outside world and the like. The size of the fridge, dining-table, water-filter, utensils, car, and the like depend on the size of the family and income. Suitability is one of the foremost-rational product motives.

3. *Durability.* Durability is the quality of lasting longer. Each one is interested in durability of a product before he invests his money particularly in case of consumer durables such as cars, two-wheelers, washing machines, micro-wave oven, cooking range, sewing machine, grinder mixer, vacuum-cleaner and so on. He studies carefully the materials of which the product is made, its composition and its life. It is because, these are life long investments.

4. *Economy.* Economy is the most common rational motive of a person. Economy is seen from two points namely original investment and operating costs. It also speaks of break-up value at the end of the guaranteed life. Thus, while purchasing a four or two-wheeler, one is particular about initial investments, its operating costs per kilometer and resale value in case it is discarded.

5. *Convenience.* Easy and cosy attempts and approaches lead to

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convenience. Convenience is the most sought after rational buying motive. Convenience speaks of saving of valuable time, mental and physical exertion and guarantees accurate and efficient work. Today's children need not tax their brain too much as pocket calculators have come to their rescue. We need not go to cricket and foot-ball stadium to see matches as idiot's boxes have done it right at one's drawing room ; no more cinema going as video sets have converted each house or a flat into a mini family theatre ; one need not wind the watches and clocks as autometic or quarts wating have come ; you need not climb the staircase to multi-floors as lifts are there ; you need not wait for hours together for home ice-cream as instant ice-cream has come ; and so on.

6. *Versatility.* Versatility is that quality which permits the user to put the product to alternative uses. Getting maximum utility is the point. We are having today, two-in-one, three-in-one, sound gadgets, folding tables and chairs, parasols, walking sticks with protection devices, reversible dresses and so on. It increases the utility of the product with built in adjustment of product. Today, we have a nail-cutter which can be put 36 alternative uses. We have moving houses.

7. *Profit or Cupidity.* No one wants to lose in this material world. Profit-making or earnings is more a cupid urge in human beings. To be very accurate, one wants to earn not only just profit but more profit in minimum possible time. People buy shares and bonds, invest in saving schemes, deposits, mutual funds mainly because of revenue and capital gain and tax concession. Even in business line, people have discovered wonderful things in the wake of making huge profits. Thus, Japanese have develoed a poultry strain that lays two eggs a day, though it dies within six months. Americans have developed a poultry bird that adds weight within shortest time called broiler. Jersey cows have the honour of milking to the tune of 25 to 30 liters of milk every day.

8. *Curiosity.* Curiosity is the burning passion for new experience. It is the desire for much a waited exposure. Children are curious to know so many things to which they are not exposed. Adults and middle aged people are equally eager to know the unknown things. Between men and women, it is women who have upper hand. It may be a new toy, a new film , a place, an article, a story, a novel, gadget, play, experiene of a service, a painting, a sculpture, a model or a process. People are after what is called as 'latest' in every walk of life. There is a thirst for knowing more and more and learning more and more.

9. *Recreation.* Human life is ongoing. It is not a matter of day or two. So long as heart beats, the drums of destiny beating for him or her. One should have a busy schedule of work from dawn to dusk,

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but human body need not be and should not be treated as machine of so many horse-power working all the three shifts. It needs rest or recourping space and time. It is the rest "pause" that makes him to play, rest and relax. Leisure is not a waste but investment. Rest is not a rust of mind but a change of work. After a day's work or a weeks work, persons do resort to evening strolls, reading, enjoying movies, attending social get- to-gethers, witness matches in stadium, drams in academics and so on. This recreation is a rational motive that keeps his physical and mental health in kilt.

10. *Hobbies.* One should not misunderstand the hobbies to habits. Hobbies are rational and creative while habits are highly emotional and may be damaging. Like habits, hobbies are purely personal. These hobbies have taken enormous forms of creative activity such as collection of antics, coins, stamps , assembly of parts in spatial relations and models, photography, carving, instrumental music, painting, adventure games, tailoring, kitchen gardening, singing dancing, growing long nails, hairs, bird-watching, trecking, mountaineering and so on. These hobbies make those persons to buy those products and services that further their attainment and satisfaction.

B. PATRONAGE MOTIVES

Patronage motives speak of the choice of a particular person—a shopkeeper or an outlet for purchase. In other words, he has certain motives to patronise or support and suggest a particular shop or a store. These may be emotional and rational, like those of product motives.

I. Patronage Emotional Motives :

Patronge emotional motives are based on his wish or emotion or pulsive attitude. His decision to support a store is not the outcome of reasoning and judgement. His selection is founded on the casual factors and these are :

1. *Appearance of the store.* It is the mob psychology that a store that is attractive or alluring deserves entry. Therefore, well decorated, lavishly lit, colourlfully couched store gives the customer the effect of "love at first sight" like a slim, young and beautiful lady. It is the external shining through window display the get-up of shop that forces him to enter the shop. He may or may not buy the products but is surely lured and tempted. He may buy out of temptation.

2. *Recommendation of friends and relatives.* Good many times, a person enters a particular shop not because he thinks appropriate but because it has been recommended strongly by his friends and relatives. It is not always that things do well because, individual ranking differs. For instance, Mr. A likes shop 'T' while Mr. B shop 'C'. However, we cannot undermine the recommendation of friends and relatives as their experience has its own place.

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3. *Imitation.* Imitation is one bad thing that makes many customers to go in for a particular shop or a store. Here, the opinion leaders, trend setters, have their role to play. If 'Amitab Bachchan goes to a particular saloon for his hair-dressing his fans do go. If cine-stars and sport-stars enter Taj-intercontinental for a lunch or a dinner, their followers do enter the same at least for a cup of tea or coffee if not for lunch or a dinner. They indulge in such unaffordable activities to boast of themselves.

4. *Prestige.* For some people prestige is all. For the sake of prestige, they do and undo the things. In case of people who have good deal of amassed wealth and those of social status, have a particlar life- style and they want to maintain it at any rate. Thus, a person might be used to '5-star' or '7-star' hotel, or a departmental store or any other out-let. His requirement should come only from that outlet, else he feels it below his dignity. Thus, paying Rs. 150 for a hair-cut in a luxurious salloon is a must for him than paying Rs. 10 in an ordinary saloon, though the hair-cut is the same.

5. *Habit.* Consumer loyalty is developed out of consumer habit. Once he is emotionally attracted by a particular store, he continue to patronise the same. It is the usual case with grocers, green grocers, green grocers, barbers, beauty parlours, restaurants, hotels, motels, and so on. It becomes a routine thing to go top a particular outlet almost mechanical. The customer sells himself to that outlet or store without thinking or much thinking.

II. Patronage Rational Motives :

All customers are not emotional in supporting a particular store. They are rational. They think and judge before extending loyalty to a particular store. The motives of thius kind can be :

1. *Proximity.* Convenience in buying cannot be ruled out. Here cost is not a matter. Thus, a house-wife selects one shop very near to her residence for emergency purchases. Similarly she has her regular grocer, green-grocer, baker, pharmacy, library, a textile dealer and so on. What is convenient to one may not be convenient to another. It is purely individualistic.

2. *Widest assortment.* People do not want to move from one place to another in search of things of routine type. They prefer that store which provides the widest choice through assortments. That is, in each item wide range of varieties are provided in terms of size, dimensions, weight, colour, taste, packages and so on. Thus, janata bazars, co-operative stores and departmental stores are becoming very popular as a source of widest choice.

3. *Credit facilities* Modern business cannot be thought of terms 'cash;. Credit is the breath of today's business world. It is essentially

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a competitive weapon. Credit facilitates the individuals to adjust their weekly or monthly budgets where the cash can be better civilized for other fruitful purpose. Those stores that grant credit liberally, attract customers on permanent basis. It can be a point of consumer preference and loyalty.

4. *Treatment.* Buying the goods is done by any one from anyone. Today's customer is having his own self-respect and standing and wants that he is to be given due respect through warm treatment. Courtesy, modesty meekness in behaviour of the sales-staff and the owner make the customer feel at home. He feels that he is not lost in the rush. Individual and timely treatment makes a person to support to that shop.

5. *Services offered.* Consumers have their preference for a store that is known for additional services on request of the customer. These are door- delivery, booking orders on phone, replacements, repairs at reasonable prices or cost, accommodating complaints. Sometime, even giving emergency help in the form of finance, parking, lift and the like. Even after-sale services do count. It may be installation or a trial run, or a demonstration that are considered as the plus point.

In the end, a word of caution must be given that we have classified these buying motives as 'product' and 'patronage', and 'emotional' and 'rational'. There cannot be a water-tight compartmentalisation for a buying motive can be both 'rational and emotional' depending on the situation. For instance 'appearance of store' can be 'rational' not necessarily 'emotional' because, a good store is known by its appearance among other thing. Again, 'proximity' or 'convenience' can be 'emotional' than 'rational'. Thus, much depends on how one looks at them.

CHARACTERISTICS OF BUYING MOTIVES

Now we are better placed to know the features of buying motives before we take up the issue of importance of buying motives. The basic characteristics of buying motives are :

1. They are the inner feelings :

Buying motive is an important aspect of buyer's psychology like those of knowledge, attitude, intention or the image. It is a feeling, emotion or an instinct which creates a strong desire to purchase an article. It is an influence or a consideration that provides impulse to buy or induce an action to possess and use in satisfaction. It is a need fulfilling electricity that converts need into want leading to its satisfaction.

2. They are countless :

Like human wants, the buying motives are many. We have listed

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some twenty important buying motives just on illustrative basis. Man- and woman are bundle of desires. Some of these are hidden or covert and unexplained. That is why, even the psychologists of to repute have not been able to understand the human mind in its totality. They know that he reacts in a particular way due to reflexes. However, all reflexes are not uncovered.

3. They differ in significance :

All buying motives are of not equal importance . They are apable of being ranked on scale of preference. Mr. A.H. Marlow's ranking works here. According to him, the motives can be arranged to physiological, safety, social, ego and self- actualisation. Physiological needs are necessary to maintain health and normal well being. Safety needs are the desires for factors that give a sale and secure environment and freedom from danger. Social needs include feelings of belonging, friendship, love, affection and acceptance from others. Ego needs are truly individual needs including self-esteem, personal reputation and status. Fulfilment of esteen needs give individual a feeling of personal worth and self-confidence. Self-actualisation needs relate to the desire to attain one's full potential in life and work. In other words, the above ranking pattern takes place under normal circumstances.

4. They are not the same for all :

Buying motives needs not be same for all the people. The buying motives differ from person to person because, they differ in heridity, environment, level of education, training and experience leaving aside income for the sake of agrument. As a result, they have different angles of thinking whereby varying buying motives operate. Mr. X may buy car as a handicapped person while Mr. Y may buy to show off his riches. Mr. M may be entering a shop because of vicinity while Mr. P because of its imposting lift. The basis of buying the urge behind differs from person to person and time to time.

5. They differ in intensity :

Intensity of buying motives differs widely from person to person even in case of the same buying motive. Thus, everyone, on an average goes in for life insurance these days as a safety measure. Thus, Mr. A may take a policy of Rs. 5,000 while Mr. B of Rs. 5,00,000. For Mr. A taking policy of Rs. 5,000 has much higher psychological value than Mr. B because the value of money differs and is much higher for a poor man. If we speak in terms of vanity, it is the lowest in case of Mr. A while higher in case of Mr. B.

6. They influence together :

Whenever a person decides to buy, his buying decision is hardly

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the result of a single buying motive. They work in unison to force him to decide or come to the cut-off point of purchase. Thus, when a fully automatic washing machine is bought the motives behind such purchase are both product and patronage and rational and emotional. He might have been influenced by the motives of economy, durablity, vanity, pride, comfort, convenience, attractive make, coulour and so on. Thus, it is a mix of these that makes him to buy a particular product.

IMPORTANCE OF BUYING MOTIVES

Buying motives are the "inner feelings" of the buyers and he tries to satisfy them at any rate to the maximum possible extent. Buying motives being model of consumer mind on specifications, play an important role in the whole scheme of selling and therefore, production. A salesman sells those products and service wanted by the buyers and therefore, his firm produces or stocks those are likely or sure to be sold at a profit to the owner and satisfaction to the buyer. The role of buying motives, therefore cannot be under estimated. The exact role is outlined in terms of the following points worth pondering.

1. They are the basis in product planning and development :

Product strategies are the outcome of buying motives. A seller, and, therefore, a manufacturer makes decisions regarding colour, size, dimensions, design, packing, packaging, weight, taste and the like on the basis of buyer's psychology. He cannot make available that product which is against the consumer specifications. Consumer is the monarch and his likes and dislikes, tastes are to be catered to, for the firm's survival and success.

2. They are the determinants of pricing policies :

Product pricing is a delicate yet very significant issue that is to be tackled with utmost care and caution. It is the price that makes or mars the fortunes of the firm. Pricing is a big-gun which should never be mishandled. The buying motives as they are classified do help in this regard. If the consumers are moved by the rational motives the prices should be the lowest or competitive while can be pretty high if moved by emotional motives because people pay high price.

3. They are helpful in designing promotional policies :

Promotional policies and the strategies hover round three important areas namely, personal selling , advertising and sales-promotion. Any wing is influenced greatly and deeply by buying motives. Salesman works on understanding buying motives and capitalises on them ; a piece of advertisement tries to appeal to his inner feelings ; sales promotion cannot abstain from this, as it is supplementary to personal selling, advertising. Thus, salesman,

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advertisers and promoters should dance on the tight- rope of buying motives where they cannot afford to lose their balance.

4. They are the planks of distribution policies :

Making available the most suitable goods is one thing and making them available to customers at their convenient demand points is another. Distribution, here, refers to the movements of goods from manufacturers to the consumers. It is worth remembering that goods move at the fiat of the consumers. Getting goods at a given point is one of the buying motives – may be rational or emotional. If door-to-door service is the demand, it has to be met ; if he prefers to come to an outlet, it should be moulded accordingly. Here, we cannot exclude physical distribution activities of transportation and storage which meet the buying motives.

Thus, buying motives have direct correlation with each 'P' of market-mix. No successful business house is capable of designing and implementing suitable market-mix without reference to buying motives of consumers because, consumer is the king-pin in the whole scheme of marketing. His marketing programs and strategies are the reflection of buying motives in the final analysis.

DISTINCTION BETWEEN "BUYING MOTIVES" AND "SELLING POINTS"

We have now reached that stage of discussion, where it is quite unavoidable to note the minute points of difference between the 'buying motives' and the 'selling points'. It is because, for good many people, there is no difference between these two closely interlinked terms. It is quite acceptable in case of those who are laymen. We are the serious students of salesmanship and should distinguish between the two very clearly. It would be wrong and foolish on our part to take tree for wooe. Buying motives can be distinguished on at least five grounds.

1. Meaning :

"Buying motive" is the inner feeling or the usage that propels the person to buy a particular product. Thus, it it the consumer expectation. We can say that buying motives together give a profile of consumer specifications or expectations. On the other hand, "selling point" or a talking point is the sellers or pack of offers. They can be taken as the sellers statements or specifications. The deal takes place if the consumer expectations or specifications match with those of seller's offers and specifications. Thus buying motives emerge from buyers while selling points from the seller.

2. Theme :

"Buying motives" explain clearly the reason or reasons as to why

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a customer buys a particular product or service from a particular store. These buying motives provide a solid base on which the selling house or salesman develops the selling points or talking points. On the other hand, "selling points" explain the reasons as to why a particular product is to be sold to customer. In case of buying motives, the buyer moves from motives to the product or service while in case of selling points from product to the reasons of sale. Thus, the start and converging points differ in case of buying motive and selling points.

3. Control :

In case of "buying motives," the customer has control over them. That is, he can be contented with a few or pretty large number of buying motives working towards his purchase decision. However, the salesmen has no control over buying motives as they are in the minds of a customer. On the other hand, salesman has full control over "selling points" which he can increase or decrease while presenting his sales- talk. Similarly, the customer has no control over selfing points as they come from the salesman. In other words, buyer has full control over buying motives as they are his own and the salesman over the selling points as they are his points.

4. Priority :

Very interesting and intriguing question arises as to where "buying motives" are the product of "selling points" or the "selling points" the product of "buying motives". Much depends on what is the base for thinking. Otherwise, the questions is the same as "egg first or chick first". Taking consumer as the "king" of modern marketing system, we come to the conclusion that it is the buying motives first from which selling points stem. Thus, a manufacturer makes available a product to match to the buying motives or specifications of consumers and then tries to bring to their notice his product or products that have those expected points which he uses for easy selling.

5. Coverage :

The phrase "selling-point" or "talking-point" is much more comprehensive than "buying-motive". In other words, a single telling-point is capable of catering to so many buying motives at a time but a single buying-motive cannot meet the magnitude of any selling points. Take the latest example of 'Ultra Surf' powder. When the selling house namely Hindustan Lever Ltd., is talking about it, it appeals to the buying motives of economy, better performance, least cloth damage, space saving ease of operation and so on. Or when noodles are talked of "two minutes" by Food Specialities of India, it means, saving in time, cost, improvment in taste, ease of preparation and so on.

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BUYING MOTIVES AND THE GROUP-INFLUENCE

In the area of psychological determinants of consurmer behaviour, it is seen from the point of view of an individual and how buying motives make him to behave this way or that way. However, man is a social animal and, therefore, sociologists and social psychologists have attempted to explain the behaviour of a group of individuals and the way in which it affects and conditions an individuals behaviour in purchase decisions. These groups of individuals as behaviour determinants are family, reference groups, opinion leaders social class and caste and culture. The study of these shows clearly that the buying motives of an individual within him alone will not decides his purchase decision. His decision in fact, influence by these groups in which he lives. Let we understand these in brief.

1. Family :

Many of the buying decisions are made by the customers are taken within the environment of their family and are influenced by the desires, attitudes, values of the other family members. Family as a primary group is vital because, it links the individual with a wider society and it is through this that the individual leaves the roles appropriate to the adult life. A family can be a 'nuclear' or 'extended' one. Nuclear family is a two generation unit consisting of parents and children. On the other hadn, extended family spans over at least three generations or even more. The family impact on consumer buying behaviour can be traced in two ways namely, (*i*) the family influence on individual personality characteristics, attitudes and evaluative criteria and (2) the family influence on the decision-making process involved in purchases. As family is purchasing and consuming unit, different members of the same family play different roles of 'initiating', 'influencing' 'deciding' and 'using'.

2. Reference groups :

Each person in the society is not only the member of his family but the member of some group or groups outside the family circle. These groups are called as 'reference groups'. Reference groups are those to which the individual identifies to such an extent that these groups become a norm influencing his behaviour. It is a social and professional group that influences the individual's opinions, beliefs and aspirations. It provides an individual with a sense of identity, accomplishment and stability. Here, an individual may adopt the view of a group without becoming a member. Thus, a person need not be a professional sportsman to have the opinion and outlook of a professional sportsman. Some non-military personnel behave more than military personnel. Consumers as social animals spend most of their time in group situations and accept the information provided by their groups on products, price, performance and style etc.

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3. Opinion leaders :

Like reference groups, "opinion leaders" or "influentials" play a key role in influencing the buying behaviour of their followers. Very often, we come across situations where a person refers to an individual than a group in formulating his or her behaviour, pattern. The individual to whom such reference is made by a person or persons is the opinion leader. The beliefs, preferences, attitudes, actions and the behaviour of the leader set a trend and a pattern for others to follow in the given situation. In every intimate reference group, there is a reference person – an informal group leader. The group follows him respects him and looks upto him. He is the innovator in the group who first tries new ideals and products and then propagates them to his followers. In other words, the buying motives of his leader that are respected by his group of followers, without much thinking and hesitation.

4. Social class and caste :

Buying behaviour of individuals is also deeply influenced by the social class and the caste to which they belong. Social class is a relatively permanent and homogeneous division of a society into which individuals or families sharing similar vlaues, life-styles, interests and behaviour can be classified. Social class is a larger group than intimate groups in structure. A social class is based on income, occupation, authority, power, ownership, life-style, education, consumption patterns and so on. Thus, in india, we have three basic social classes as rich, middle class and the poor,. 'Caste' on the other hand, is a group, the membership of which is determined by birth. It is not the wealth but the birth that decides his or her caste. In India castes were based on occupational specialisation and these have been – 'brahmins' – 'Kshatriyas' – 'Vaishyas' and 'Shudras'. Each social class and caste has its own life-styles, standards, living and behavioural patterns. These distinct patterns devide buying behaviour of the individuals in these groups.

5. Culture :

'Culture' is yet another dimension. It refers to all those symbols, artifacts and behavioural patterns which are passed on socially from one generation to another. Culture includes cognitive elements, beliefs, values and norms, signs and taboos. Cultures are specific to the areas in which they evolve. Thus, each nation has its own distinct culture. In each nation, there will be sub-cultures identified on the basis of ethnicity, nationality, religion, race, language, art, music and so on. Cultural and sub-cultural groups have their unique consumption patterns that provide important bases to the marketing organisation. Market segmentation, product development, advertising, pricing, merchandising,

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packing and so on. While designing the marketing mix, one should take into account the broad cultural values that are relevent to the product and its reach to the consumers.

HOW TO TRACE BUYING MOTIVES ?

The toughest job of a salesman is that of tracing the buying motives of his prospects or customers. Customer is a complex of buying motive and it is really deficient to identify all the motives their influence on buying behaviour. Even the expert psychologists have failed to uncover these subjective variables. They only say that man being rational, tries to maximise his satisfaction with least exertion and in his exercise buying motives play constructive role. However, salesman succeed in tracting these hidden motives that appeal to them for converting their desire into demand. The usual methods of tracing are :

1. Lending ears and opening eyes :

Here, "lending" the ears and "opening" the eyes means listening and observing the people around. Most of the persons do talk about themselves provided they have opportune situation and congenial atmosphere. Salesman is known for talking and talking but his efforts are amply rewarded if he speaks less and allows others to talk and expose to the bottom of their hearts. Motivational research has proved it beyond doubt that hidden real motives can be unearthed by intent or indepth interview where the salesman listens to him and observes him by being very near to him. The secrets can be revealed with a great success for the benefits of salesman and the firm.

2. Using past records and experience :

Experience is the best guide or the teacher. Rich experience, particularly bitter experience, is of much importance in improving his future performance. A good salesman has diary giving the details of prospects, their buying motives, efforts to identify them, reaction sought and got. When he deals with a new face and new mind, his past experience based on gathered information that should help his understanding as to why the customer busy a product or products.

3. Using firm's advertising :

There is no other rich source than advertising for knowing about appeal or unique selling propositions otherwise known as "USPs." Each piece of advertisement is the outcome of talent, treasure and time. Good deal of research is undertaken to frame and present advertisement to make them most appealing. They are based on buying motives of the customers. Advertising appeals match to the hidden motives of customers.

4. Direct talks with customers :

Though it is impossible to read totally the human mind, it is possible

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to get some useful clues or traces for getting grip over the hidden buying motives of consumers or prospects. Just as a doctor is to be told by his patient of what is his real health problem, so also the prospect unveils his hidden motives, there is nothing wrong in asking directly the prospect so as to have heart to heart specification expressions and matching for mutual benefit with least waste of time and resources.

5. Sharing ideas with colleagues :

Many a times, friendly salesmen gather good deal of knowledge and knack of tracing the buying motives of customers. It is usually the differing experience of each salesman and has his unique way of tackling the situation. Sound relations between co-workers would exchange such tactical information about buying motives of prospects which can be fully exploited. However, due to personal differences and competitive stands taken lead to keep away one from sharing such ideas for the benefit of one and all.

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CHAPTER 7

KNOWLEDGE OF CUSTOMERS

General :

The last, but most important, fundamental of successful selling relates to the knowledge of customers. Customers are the 'milking cows'. However, getting sufficient milk from cows is not an easy task, as cows differ in nature and, hence behaviour. The study of consumer behaviour plays a constructive and decisive role in designing the very success of a salesman and fate and fortunes of his firm. This chapter, therefore, plans to discuss in detail the aspects of consumer behaviour study like sizing them up – classification of customers from different angles unique features of differet types of customers and the way they are to be handled by the salesman.

SIZING UP THE CUSTOMER

A physician's diagonsis is the basis for prognasis. A patient's ailment or disease can be controlled and eradicated only when the diagnoses correctly the causes of disease through symptoms and other indicators ; he conducts certain tests to confirm the occurrence of a disease and then prescribes the medicine, its dosage and tonics and so on. The postion of a salesman is not very much different from such a physician. He sizes up his prospect to measure the girth of his motives, needs, desires from his mind and applies the persuasive technique of appealing to those motives for positive results. A salesman owes his victory in selling line not only due to perfect product knowledge and hs rare ability to portray them, but also of his ability to diagnose.

What is sizing-up ?

Sizing up a customer is diagnosing a prospect. It is the character detection and analysis. It is the art of tracing the particulars of a customer he meets. It is the psychological investigation so that he can present his view-points, talk in the most matching way, to convert his desire into interest and interest into demand and finally make him to react favourably resulting in sale. For the sake of clear understanding, 'sizing up' can be divided into two activities namely 'character finding' and 'buying policy' of a customer.

I. CHARACTER FINDING

Character or nature of a customer or a prospect can be traced through the indicators such as the carriage, clothes, expressions,

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conversation and actions of the customer in question. Let us consider these indicators in detail to have clear understanding.

1. Carriage : Carriage stands for his or her style or the way of his walking. Style of walking indicates the character of a customer. Straight walk of the customer is a clear indication of the decision to buy. A customer who keeps away the salesman is undecided. An unsettled and moving customer is a nervous type. His carriage is the index of his decision. It helps in bifurcating the prospect into categorisation as "shopper" or "hopper". A lead can be a "prospect" or a "suspect". Any salesman-worth calling so can afford to invest his valuable time in "shopper" than hopper.

2. Clothes : Clothes make men and women as they do decide his or her personality. These clothes may be expensive or cheaper, current styled or outmoded, well-cared or niggarded. This is a mark of his or her economic status an indicator of his credit- worthiness or the purchasing power. Of course these says, one need not be a multi-millionnaire to look, multi-billionnaire because, clothes make him to look like a multi-billionnaire by outward appearance.

3. Expression : Thetexpression that a customer has in the course of talk and discourse indicates the nature of his ; it imprints the extent of his interest in the proposition put before him by the salesman. It portrays whether the customer is pompous or unassuming, noble or a snob, sullen or frank, cheerful or gloomy, confident or diffident and so on.

4. Conversation : It is the reliable guide in diagnosing. The language and the tone of his voice will reveal his culture as to adjust the vocabulary of a salesman to the requirements of a customer. The voice, the diction, articulation, delivery, modulation all decide, the cultural status of a customer.

5. Actions : The actions of prospects are equally helpful in sizing him or her up. That is, how he handles the product, whether he is crazy of new types or allergic to the new arrivals. His actions, gestures are the parameters of his temperamental stand. If a prospect is headstrong, active and rapid in his speech, one can say that he has nervous temperament. If he is quiet, deliberate, inactive and slow in speech, he has phiegmatic temperament. If he is optimistic, cheerful and ready to face easily praises and sarcasms, he has sangiune temperament. If he is easily irritable, jerky and intolerent, he has choloric temperament.

II. THE BUYING POLICY

The first chunk of sizing up process namely, character analysis is a must to read the mind of a customer to guage him to adopt an approach to convert his desires or needs into wants. However, we

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are going by external features where one may come to wrong conclusions. However, it is equally essential to know exactly as to what are the requirements of a customer. This is possible if the salesman uncovers the buying policy of a prospect. The mistakes that he is likely to commit in character finding may be off-set or reduced to a very great extent in case he has thorough knowledge about the buying policy of a customer. The buying policy refers to the course of action the buyer resorts to maximise his satisfaction for the money he spends. Thus, a policy of a buyer is to buy his requirements from a single shop or from different shop/shops ; his purchase quantities differentials ; times of purchases ; cash or credit purchases or mix of the two. The quality expectations are likely to differ as very high, high, normal, low and very low. It is the delicate task of a salesman to took to each of the before he harps on his art of persuasion.

In a net shell, 'sizing-up' of a customer is a two-way analysis namely character and purchase policy. Both pave the way for external and internal clues in sizing him or her correctly. The second aspect acts as a extra layer to absorb the likely mistakes in first aspect.

CLASSIFICATION OF CUSTOMERS

There is no one way of classifying the customers. Among others, the most commonly accepted bases of classification are temperament, sex, age, area, purpose of buying and number of customers. The approach followed in explaining is the meaning of each class of customer in a category and the way he or she is to be handled by the salesman. Thorough knowledge of the nature a customer and the way he or she is to be tackled goes a long way in building his professional career with brilliant success.

I. CLASSIFICATION BY TEMPERAMENT

Behavioural or temperamental classification of customers is of paramount importance as the salesman's task is temperamental in that he is to convert the prospect into customer, a desire into demand or a need into want. It is stupendous task of behavioural change which is to be brought into play by the salesman. In fact, such classification is not right as it is really very difficult to desect the nature of a customer very clearly. Nature of deportment is the reflexion of combined characters. This classification is more generic and broad that shows the ways to the salesman to move in search light spanned by this classification. Accordingly, at least a dozen types of customers will be encountered by the salesmen.

1. SUSPICIOUS TYPE

Who is he ?

A suspicious customer is one who believes the doubts and doubts

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the beliefs. Disbelieving or sceptic customer is doubting any thing and everything that he hears from a salesman. He believes firmly that the salesman is trying to sack or trap him and he tries his best to come out of such assumed entanglement or a catch. The major marks of such a prospect are that he never believes others, he is hard to be convinced, he is fastidious, he puts too many questions to cross-examine the salesman, and has a very poor opinion about the salesman in question.

How to deal with him ?

The appearance of a sceptic customer implies a tough time for the salesman. He is to seek, himself, his powers to convince the prospect. The way he cross-examines makes him to lose his temper which he should never do. Instead, he must be hard hearted and hopeful of his prospect. He should present his views clearly and thinking firmly that the prospect buys. The only solution is to give proofs to clear his misunderstanding, give guarantees to clean his poisoned mind. He should impress upon him to avoid his doubts and suspense at any rate. Tremendous amount of patience are warranted.

2. ARGUMENTATIVE TYPE

Who is he ?

He is empthatically emotional, easily irritable and illogical, deadly dauntless, sharply stubborn and abrasively aggressive. He disputes and defies every statement made by salesman. He takes pride in finding faults with others. His business is to find flaws with the salesman with each and every claw he gets. He is always on the outlook to invade the soft-corners and thinks much of himself and tries to parade his prudence. He likes controversies and heat-blasting arguments. In a sentence, he is a clever guy who tries to rig the patience of others, indugles in irrelevent talks, finds faults, illogical in his presentation and hardly listens to others.

How to deal with him ?

"Speech is silver and silence is gold" that applies and works. Winning the heart of such prospects lies in logical and 'make-believe' statements and explanations where truth and tact have profound impact. Preference should always be given to the customer to argue. The salesman is not to lose his temper else he loses his sales. He should avoid confrontation by tact and diplomacy by arguing with customer and making him agreeing through persuasive talks. Convincing is the solution.

3. SILENT TYPE

Who is he ?

He is modest, reserved and cold. He is one who refuses to talk much,

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as if his mouth is tied. By no means he is a nervous or shy type. He is strong enough in the sense that he knows about product or products much better. That way, he is intelligent. However, his deportment or nature makes him silent or else he might use silence as a shield to defend himself. He finds it difficult to waste valuable time and, hence, he is condensed and concentrated. Self-confidence is these with him in a very large measure. On the strength of these hidden marks, he fails to believe totally the statements of others. He is a customer who belongs to the race believing in "water runs still deep".

How to deal with him ?

Obviously, a salesman finds it quite irksome to deal with such kind of customer. It is a herculian task as it is monotonous and fearsome to deal. It is only a matter of imagination and foresight that help the salesman to see what is going on in his mind. The customer should be made to talk by asking certain closely allied questions. He is to play secondary role by giving much importance to the feelings of a silent customer. An alluring sales talk is enough to win the confidence of such a customer. He should shower the questions on the customer to unlock his mouth.

4. SHY TYPE

Who is he ?

He is also known as 'nervous' or 'timid' customer. He likes silence most and, therefore, not interested in speaking much. He prefers to remain silent and avodis talks. He is hypersensitive and feels hurt if the salesman says any thing against him. He does not want to parade his knowledge, nor he is interested in accusing others. At the same time, he does not want to be criticised. Nervousness and lack of experience make him to have no self-confidence and self-assertiveness. Shy type customers take quick decisions, select the product at an early stage. He does not want to exhibit his dissatisfaction or displeasure openly. Instead he takes the decision of discountinuing the shop.

How to deal with him ?

Salesman should thank himself for being luckier to have such a customer as he is not annoying nor disturbing. It does not mean that he is to be careless. He is carefree certainly. He should be on the look out to render his best services. He should convince him in such a manner that the customer removes the doubt of being exploited by the salesman. If the customer starts breaking or dissatisfied, the salesman's work is one of linking and constructing. The salesman should know his reasons for acceptance or rejection by asking certain questions minutely, politely. Customer's satisfaction is the foundation for future sales. Tactfal and timely advice, friendly attitude, courtesy and modesty will lead to light.

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5. IMPATIENT TYPE

Who is he ?

Impatient customer suffers from lack of tolerance. Intolerance is the mark of such a customer. He hates delay and wants that he should be given priority in settling his transaction. Slight wastage of time in attending him, irritates him and he shouts with loud voice as if a great injustice has been done to him. He is a person of top gear like a live-wire executive who believes in action than talks. His actions are snappy, jerky and impulsive. Rush in the shop or at counter makes him to move away from the point and buy from another outlet. He does not highaggle over the price. He expects the salesman be to the point and to cut to the core. That way, he is a nice gentleman. Price discrimination he does not mind as he is impulsve type.

How to deal with him ?

The solution, perhaps, lies in quick response and disposal. Preference should be given to this customer even at the cost and inconvenience of others who are waiting. Charge him high or the quick service. As far as possible, he is to avoid detailed discussion or elaboration which he does not need. He does not bargain. He is to be quick and to the point in presentation with least sales-talk.

6. FRIENDLY TYPE

Who is he ?

Friendly or jovial type of customer is one who has no pride, pomp, egoism and arguments. He has a friendly attitude towards any one he meets and so with salesman. He enters the shop with his stylish expression, greetings as if he is a very close friend. Such a person is deeply inclined to make acquintances with others. He is overflowing with greetings and drags the salesman into pleasant conversation. These people make even the dumb to speak. His manners and attitudes are simply noting and copiable. He creates an atmosphere of cheer and gay. He induces others to be very close to him and open-hearted or quite unassuming.

How to deal with him ?

Tact and diplomacy come to the aid of a salesman while dealing with such people. The salesman should divert his attention from "hallo" stage to "product" stage. He is easier to handle as he can be easily pleased. However, it is foolish to believe that he is easily gullible. Any such attempt will take the customer away from shop. Not only that, he becomes the agent to create the unwanted bad impression whenever he gets the opportunity and wherever he goes. He does not bargain as he knows that salesman is not going to cheat him.

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7. SARCASTIC TYPE

Who is he ?

Sarcasm is the warehouse of such customers. Sarcastic customers are known for making sarcastic or castigating statements which are shilly, meaningless, insulting, chilly and provocative. Whatever he wants to say, he says indirectly with a taunt and a tinge of insult or humiliation. Salesman, for that matter anyone, gets provocated and things move from mouth to hands. However, such a slap, if attempted, is costlier for the salesman. His ironical statements are to be absorbed first at any rate. Customer's pride in exhibiting his skill of sarcasm should be welcomed with all the smile though biting.

How to deal with him ?

It is known that such a customer is fascinated by the statements of his own, as others can hardly make with same efficacy and effectiveness. The remarks which blow him hot and cold should be ignored in his own interest. He is to be more pragmatic. He should never rebound the taunt. As he is at the receiving end, he must absorb them as he is to sell. Instead of getting hot and serious, he should make a smiling face as it is the best shield against the torrential showering of statements. In fact, the salesman should appreciate and congratulate on his superb ability of sarcasm. Tact, experience and tolerance are the effective medicines for such a patient.

8. HESITANT TYPE

Who is he ?

'Hesitant' or undecided or practical or deliberate kind of customer is one who have a wavering mind. As he does not have a firm mind he lacks discretionary decision-making power. He is reserved. Hesitation or timidity is the outcome of good many factors such as price differentials – quantity variations – widest assortments – fear of authority to buy and suspicion. With so many divergent factors, he is unable to make his decision on his own. He puts one reason or the other for not buying or failure to decide. He is on the fence – neither here nor there.

How to deal with him ?

Being a deliberate customer, abnormal dose of persuasion is needed to bring him to the track. The decision-making process of the customer is to be greatly and deeply influenced by the rich imagination, resourcefulness of a salesman. As he finds it difficult to make decision, the barriers to decision track are to be removed by convincing about quality, price and product specialities. A satisfactory and light throwing explanation makes the customer to arrive at cut-off point. The policy of salesman should, therefore, be one of hammering till the conclusion is reached.

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9. CONCEITED TYPE

Who is he ?

He is known by alternative words like pompus or snob or vain type. He is a kind of customer who has a very high opinion about himself. Self-conceit is the major mark of such a customer. He is self-pumped and thereore, swollen personality. He believes very strongly that he has some speciality may be – talent oFficial, position, wealth, social esteem and the like. What is worst and that according to him others do not have such speciality. He thinks that he deserves a special respect, compliment and recognition. That is why, he is found very happy whenever he is flattered, talked high off as he has his own opinion about him. He is prepared to do anything for others if one goes on his lines. He is interested in showmanship of his pomp and valour which may be true or false.

How to deal with him ?

By nature, he busy selecting those products which he cannot really afford easily. Therefore, salesman should capitalize on this by taking the opportunity of presenting costlier and rare varieties. Much respect and admiration should flow from salesman in favour of the customer. Pumping customer costs nothing. With all that he is a safe customer where the art of flattery, appreciation, listening and adaptability pay rich rewards for the efforts.

10. ILL-MANNERED TYPE

Who is he ?

Ill-mannered customers are rude and rough. "Manner make a man" is the ageold statement. However, there are good many persons whom we cannot call as 'men' or 'gentlemen' as they lack the minimum manners and mannerisms. The nature and the extent of manners of mannerism are greatly influenced by the factors like education, family atmosphere, friend-circle, financial status, cultural background and so on. These ill- mannered customers are normally rude and, rough crowned with egoism. Their tongue is sharp and talks are unpolished. These persons are the slaves of bad habits such as drinking, smoking, chewing tabacco and the like. They love utmost freedom and if objected they talk sharply and curtly.

How to deal with them ?

The rude and rough behavour of a customer makes the salesman to teach him a lesson. However, he should remember the theme of the statement "love begets love and hate begets hate". Because other party is rude and rough, the salesman should not get rough and tough. He should bear or endure all his ill-manners because, he is not supposed to mend or end them. Salesman should trace his weak points and

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give an impression that he likes his ill-manners. Many a times, pretence pays good returns which is a must to get sales. It is a sheer diplomacy and endurance that bring success.

11. BULLY TYPE

Who is he ?

Talking is a good habit but talking too much is bad. Bully type of customer is one who talks and talks like a firing of machine-gun. His contention is that he is capable of talking too much because, he is intelligent, knowledgeable and a veteran in the field. He talks so much that his supply exceeds the demand for it. He talks on any subject, any moment, to any extent as he likes it most. He may start with Before's scandle, continue with terrorism, bloodshed, failure in cricket, stock exchange scam and end with governments failure to check price rise and communal disharmony. He hardly listens to others but makes others to listen to him.

How to deal with him ?

When it is impossible to stop the customer from talking the best and the satisfactory way is allow him to talk and talk. Let his stock percolate and sell. Never look at a customer with contempt and disgrace. Patient hearing and tactful dealing alone will allow the sales to sail smoothly. He is a man who can be pinned down with much difficulty. He talks and talks significantly on insignificant matters to do nothing with sales line of the salesman. His common sense and general knowledge is nonsense and feneral knowledge. An applaud, cheering up and the ability to divert the attention towards sales is quite urgently needed. Much lies in the creative and persuasive art of salesman.

12. HANDICAPPED TYPE

Who is he ?

Divine power has made all the diference and distinction in this world where human specie is not an exception. The customers may be physically and mentally handicapped by birth or by an operation in course of surgery. He may be blind, dumb, deaf, with polio harrassment, with amputed hands or legs, still some have defective speech. There is no remedy for this creation of nature and sufferings caused by personal sins. These handicapped persons are not necessarily social destitutes. They want no sympathy but an opportunity of equality, a support to move on. They want that they are to be treated in par with others as if they are normal individuals in the society.

How to deal with them ?

The salesman should respect these persons and should appreciate

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the person's ability, achievement, inspite of his or her physical disability. They deserve a special treatment. By taking extra care for these the salesman earns a good name for him and his firm. It is his moral and special duty to help the way they need. Thus, a lame person cannot stand longer and, hence to be given a chair, the products are to be brought to him instead of making to move to the counter. If he is a dumb customer, use the language of signs; speak loudly or through a pipe to the deaf, play the role of eyes for a blind customer.

II. CLASSIFICATION BY SEX

Sexwise classification has its own purpose to serve. It is for the simple reason that sexwise requirements differ and approaches to persuade them vary. If sex is the base of classification, there can be two possibilities as women and men customers.

1. WOMAN CUSTOMER

Who is she ?

Though it is easily said 'man for the field and woman for the hearth", it is the woman who has upper hand. In most of families all over the world, home-ministry controls though there is a separate and powerful portfolio of finance minister. The latest statistics reveal that it is woman who controls over 58% of the world's wealth earned and makes 65% of the family purchases. That is, a woman customer is a profusive and valuable source to be tapped by the salesman. Women customers have some special attributes. They are sharper in sense, keener in taste and more difficult in pleasing and late in reaction. They are keen on style, colour and appearance ; they prefer to hop from shop to shop ; they are time consumers ;they are hard bargainers ; they try the patience of salesman ; they do not trust salesman ; they are bully, proud and egoistic ; they are jealous and want to emulate the upper layers of society and to demonstrate that they are quite superior to others.

How to deal with her ?

A wise salesman who is an extrovert knows the fair-sex psychology and succeeds with full justice. He makes capital out of these special attributes of ladies. Lady customer expects a special treatment-she should be greeted, treated and sent off as a queen. In a sentence, she deserves red-carpet treatment. As a rule, he should refrain from discussing the product technicalities. Instead, he should allow the customer to smell, fondle, look and lift and feel the product. A touch of economy makes a world of difference. Salesman knows that the mind is not firm of such customers. Frail mind is the basic tanet of lady customers. It is he who should act as timely guide. He should exploit fully the jealousy and pomp appeals in comparison with their

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rivals. Her craze for fashion and variety sould be met with all the caution and care.

2. MAN CUSTOMER

Who is he ?

The basic difference between a man and woman s that man knows more while woman understands more. Salesman does not have much problems with male customers because, they do not like to waste thier time in shopping ; they do not have a strong cult for latest fashions or trends. They hardly bargain. They are not fastidious. They are quick decision-makers. This is a comparative and not absolute account because every rule has an exception.

How to deal with him ?

The exact treatment depends on the type of customer. Already we have gone through the detailed discussion in case of character classification. As many as twelve types have been identified. The salesman is to deal with the customer accordingly.

III. AGEWISE CLASSIFICATION

The human psychology and, therefore, buyer behaviour differs not only by character and sex but by age too. Agewise classification of customers presents us with four categories as—children, youngsters, middle aged and elderly. Let us consider these as to what they are and how to deal with them.

1. CHILDREN

Who are they ?

In each family, children do undertake shopping. They normally buy their requirements like books, toys, eatables, dress- materials, grocery—both dry and green. Normally, they like a particular shop or a shopping centre and become regular customers. Children bargain but do not argue as they are innocent and of tender age.

How to deal with them ?

Children should not be regarded. Sweets talks and co-operative dealing will elevate them and they like the salesman and the shop owner and become friendly. At any rate, the children should not be cheated as it is likely to poison the sweet and long standing relations. He should bait them with latest arrivals of products.

2. YOUNGSTERS

Who are they ?

Youngsters are the rising suns. They are really smart and inquisitive to look younger than they are and are prepared to spend on that. Their philosophy and psychology differ widely. It is this

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class which is interested in enjoying the cream of youth and life. These customers may or not be earning. Still they form a significant part of total clientele etc. They are the individual decision-makers for their needs and needs of the family too. These buy their requirements such as cosmetics, books, entertainment, two-wheelers, dress-materials and so on.

How to deal with them ?

The salesman is supposed to be very light mood free and mixing. He should talk less as these young folks taunt and insult him sarcastically and willingly. A good sense of humour is a good shield. He should take full advantage of their youth.

3. MIDDLE AGED

Who are they ?

Middle-aged people are those who have made their own mark in different walks of life, such as status, earning, marital status. They are proud of their achievements, possessions and position. Experience is supposed to be their stock whether exists or not. These are the major decision-makers as the finance and home ministry.

How to deal with them ?

The salesman should know that the tactics of consumer motivation play a constructive role in approaching such customers. The buying motives, especially, possession, fear, vanity, price and profit are to be given top priority. Effective sales talk with special touch to the appealing to buying motives clear the hurdle.

4. ELDERLY PEOPLE

Who are they ?

Elderly or old people are the setting suns. They are so lovely that they feel if they are called as old. It is better to address them as 'elderly' than 'old' just as 'underdeveloped'countries are called as 'developing' 'countries'. These customers are serious and are cautious in money matters as they are retired and are in the mandatory overs of life. They know the value of money. Experience is the treasure and the are proud of it making them egoistic. They demand respect though some of them do not command it. They want their grey hair to be respected. Age factor is responsible for physical incapacities like sight, hearing, speech, walking. Some of the customers want to look actually younger than what they are.

How do deal with them ?

A sensible salesman notes minutely all these peculiarities and comes ahead with a solution to help the customers by giving them due respect ; he consults them. He has sympathetic attitude towards their physical

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incapacities. They are to be greeted well, treated well and sent of well.

IV. AREA-WISE CLASSIFICATION

The area from which a customer hails has greater bearing as cultural values changes areawise and, hence their requirements and so are the buying motives. It is an additional dimension for cross-sectioning the customer in addition to age, sex and character. Accordingly, one can classify them as urban and rural.

1. URBAN CUSTOMERS

Who are they ?

Urban customers are those who are coming from cities and towns. They are well polished in the crucible of urban life style and environment. They are educated, posh and have polished manners. They love changing fashions and styles because, they are easily influenced by fast developing communication and dipping demonstration effects. The change in life style is sweeping and swifter. They normally do not hig- haggle and go in for quality products.

How do deal with them ?

Salesman is to respect their refined cultural habits and manners and has the pleasure of handling them on easy tones. What they need is latest information, products or services approach. They do not require all the detailed exposure. Salesman is to be to the point. He has a gayful getting on with them.

2. RURAL CUSTOMERS

Who are they ?

Rural customers have rustic characteristics emerging out of their rural culture. They are simple, humble and straight- forward. They hardly care for polished manners and mannerisms as they do not have in their finest form. They are bargain hunters. They are suspicious and undivided as they are afraid of being sacked. They are conservative and not crazy. They are rough and tough gays. Their requirements are simple and their buying motives are economy, durability, profit, performance. Common sense is their stocks.

How to deal with them ?

Salesman is expected to be very mild with them. He is to convince them and give opportune advice while selecting the products. Their habits of smoking, chewing pan and tobacco and the like are to be tolerated with care as he is not to avoid these customers. The purchasing power of rural customers has gone up these days because of green revolution and white revolution. Therefore, they deserve special respect. He should appreciate their keen common-sense and common-sense approach to every thing.

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V. PURPOSEWISE CLASSIFICATION

Another useful classification of buyers or customers can be the purpose for which they buy the products and services. This has its own impact on buying decisions coupled with buying motives. Accordingly, one can think of three possibilities namely, industrial buyers, resale buyers and consumption buyers.

1. INDUSTRIAL BUYERS

Who are they ?

Industrial buyers are the manufacturers who buy the products and produce for industrial purposes. They buy for converting the produce or products into useful final products. Their requirements are indusrtrial raw-materials, fabricated parts, office and factory supplies, equipments and installations including furniture. In addition to these products, they do need industrial external services. Industrial goods are sold more through salesman than by advertising and publicity because they have faith in the product knowledge, consumer understanding, after-sale services extended by salesman in person. Such customers have rational motives. Quality and price of the inputs are more important for them. They are interested in regular, dependable and adequate supply.

How to deal with them ?

A salesman succeeds in his mission if he gives deserving attention to certain points. He should be time conscious as time is more than money for manufacturers. He should emphasize and meet quality standards and price quotations. After-sale services are very important. As they are the bulk-buyers, they should be kept at any cost. Loyalty can be established through honesty, integrity and dependability-in dealings. The surveys conducted have shown that industrial buyers are fascinated by sales-personality particularly good grooming and appearance, product and customer knowledge.

2. RESALE BUYERS

Who are they ?

Resale buyers are those who buy for resale purposes without commercial processing. These are naturally wholesalers and retailers or their agents normally known as professional buyers or expert buyers. Wholesalers sell back to retailers and retailers back to consumers. These persons are interested in profit, economy and wide choice. Their aim is to buy those which can be sold in minimum time at highest margin possible. They expect likely market changes to capitalise on them. They need timely and just advice on all matters affecting their economic interests.

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How to deal with them ?

The salesman is to appeal to their motives of profit, economy, suitability, assortments, quality and price. As these customers are well-informed about their products and general market conditions, they expect the salesman to be efficient, effective and honest in their dealings. His promptness and tact are respected. These are regular customers and sense of loyalty must be maintained at any rate. It should be remembered that the sales empire of a manufacturer is built on full co-operation of wholesalers and retailers who take the goods to the final users. In case of expert buyers, salesman should keep up to their time schedule. Quality and price are to be on priority along with suitability because, the suitability range differs widely.

3. CONSUMPTION BUYERS

Consumption buyers are the final buyers who use the products for final use without further commercial processing. These are the customers who buy in small lots from retailers. They do not possess detailed knowledge of products and changing market conditions. Their requirements are rational as well as emotional. Again, these may be product or patronage motives. In other words, such customers can be classified and sub-classified in number of ways taking different bases as character, age, sex and area.

How to deal with them ?

It would be sheer waste of time and space to repeat here the same old story. Any approach explained in case of character, age, sex, area-classification fits in well. Readers are advised to follow any approach keeping in need the base of classification.

VI. NUMBERWISE CLASSIFICATION

The last classificatioin can be based on the number of customers involved in a sale deal. If number is taken as a base, these customers can be classed as individual and group customers. Such classification has its own implications which are clear from the following analysis.

1. INDIVIDUAL SHOPPERS

Who are they ?

Individual shopper is a customer who prefers to buy his requirements all alone. He enters the outlet single handed. That is, his purchase decision is influenced by his own variables and value system. Others do not affect his way of thinking. He is the supreme-judge so far as making final decision to buy without interference of any body. As an individual, the person, may be male or female, may be belonging to any age group, any character group, coming fromany area and may have his or her own purpose behind

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such purchase. His motives ma be rational or emotional and product or patronage based.

How to deal with them ?

Actual dealing depends on what type of classification is adopted. After pinning down to a particular class or type, the salesman should apply his professional tools and tactics to succeed.

2. GROUP SHOPPERS

Who are they ?

Group shoppers are those who are accompanied by their friends and relatives to buy his or her needs. A son or a daughter may be accompanied by his or her father, uncle, aunt, mother or other in-laws or a friend. Such person's choice, purchase decision in influenced by the group, particularly the group leader who dominates the score and situation.

How to deal with them ?

The salesman should not discourage the group however small the deal may be. He should welcome entire group and identify the real buyer and the influencer or influencers. He should satisfy both as he is interested in constructing the sales. He faces a very delicate situation particularly in case of youngsters. If the age group is consisting of opposite sex his role is really vital. He is to take into confidence one and all and offend none because, he is to get his sales deal clinched.

To sum up, though knowledge of customers is of special significance because, they are the heart-throb of sales efforts. A perfected practice of sizing up a customer alone will help to open the consumer minds and hearts, lightening their pockets and filling their minds with scintillating satisfaction and progressing the prosperity of the selling house.

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CHAPTER 8

PSYCHOLOGY IN SELLING

General :

Selling a product or a service is not child 's play. Only 'salesmen' in the true sense of the term are capable of selling the goods and services because, they know the philosophy and psychology of selling. Selling is a great mental process which is to be great to produce the desired results. This chapter plans to discuss this mental process as a buying process and the stages of such psychology involved in effective selling.

WHAT IS PSYCHOLOGY IN SELLING

Sales of a selling house do not stem suddenly of a magic wand. The sale takes place in the mind of a customer before he expresses his decision to buy openly. His mind reacts to the stimuli and final shape is given to his desire in the form of demand. Therefore, the mind of a customer must be aligned appropriately to effect the sale. It is also said that successful salesman is one who has mastered the art of selling and marshalled the fundamentals of salesmanship namely, knowledge of himself, products and customers. It is true that people purchase products and satisfy their various needs. However, very often these needs are developed over such a long period of time that they may not be fully conscious of their reasons for buying or not buying a product. The buying decision of a customer can be complicated by their level of awareness about their needs. Experts have identified, therefore, three degrees or levels of need awareness namely, conscious, preconscious and unconscious. At the first level, the conscious level, buyers are fully aware of their needs. Such a customer is handled without any difficulty as be gives shape to his needs which comes out straight in the form of a want. Second level, preconscious levels buyers may not be fully aware of their needs. The needs may not be fully developed or shaped in the conscious mind. He knows what general type of product he wants ; but he is hesitant to discuss fully with the salesman. He tries to give wrong or false reasons rather than revealing the real motives. Here, the salesman has to identify and shape out his need into a want and then extend his sales-talk. At the third level, the unconcious level, people do not know why they buy a product only that they do buy. Their buying motives might have been developed quite early and have been repressed. Here, the salesman is to

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determine which needs are influenced through the investigation of the buyer's unconscious needs.

Thus, the customers experience a need themselves or the need is triggered by salesman. Whatever may abe the case, what is important is to determine a person's needs in order to provide him a stimuli first and then the product. Put in other words, selling psychology takes a definite logical steps starting from drawing the 'attention' of prospect and culminating into 'action' finally leading to satisfaction.

SELLING AS A BUYING PROCESS

'Selling' can be rightly called as 'buying' process because, salesman is the buying agent of a customer and he is going to 'sell' only when the customer 'buys'. Thus, a good salesman's philosophy is not of 'selling' but helping the customer to 'buy'. He is mentally preparing the buyer to makeup his mind to 'buy' so that he can 'sell'. Buyer is more important than seller and the seller is at receiving end. As a seller, he tries to go very near to the needs of the buyer and helps him to convert them into wants and then says how his product matches to the specifications of the buyer or the buying motives of the prospect are met. His sales proposition or talk goes as a matching thing to the requirements of the buyer. His role is creative, educative. Thus, selling process, in effect, is a buying process. This speaks of the importance of customers as the people with purchasing power, people with freedom to spend or not to spend and the people with sovereignty to buy or not to buy a product – with reference to time, place and person – dimensions at any point.

STAGES IN SELLING PROCESS

The psychological process of selling involves certain mental stages which are logical – between NEED and SATISFACTION – the two dead ends on either side. The bridge is constructed with the pillars of psychology to reach one end from another. These are – Attention – Interest – Desire – Conviction – Action. This is popularly known as AIDCA process. In sales persentation, the salesman is to get the prospect's full attention, develops interest in his product, create a desire to fulfil a need, establish prospect's conviction that the product will fulfil the need and finally get the action by having the prospect actually purchased the product. The following figure clears this concept.

This AIDCA mental stages logically convert the human 'need' into want a desire in a decision to buy. Let us study at length each stage of this selling process and the make up of psychology.

1. ATTENTION

The mind conversion process starts with attention. Salesmen's

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maiden efforts concentrate on getting and holding the total and undivided attention of a prospect. Attention generally is tilting, fluctuating and wavering because, there are distractions, pressing demands on prospect's time or simply lack of interest. His or her attention is to be focussed or concentrated. Getting and holding one's attention is not an easy task as a prospect is the big bundle of thoughts, ideas, aspirations, problems and ambitions. He has a negative attitude towards the salesmea and his products to start with. Very often, the salesma.n comes across his closed mind as he is afraid of being sold a product. Though it is the hardest task of breaking new ice, he will succeed with the judicious use of effective tools at his command.

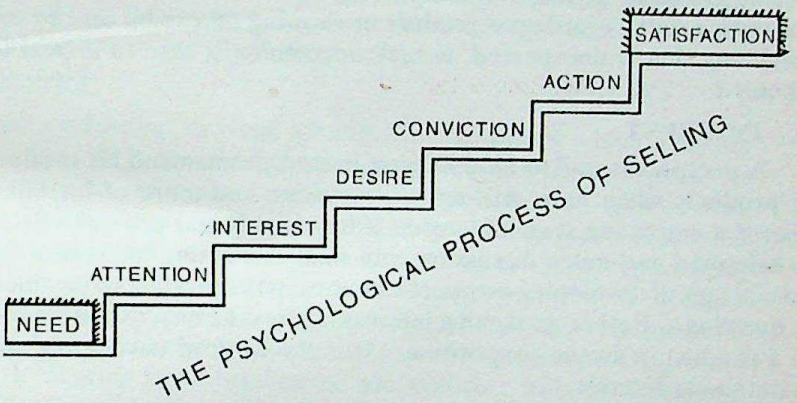

Fig. 8.1

How to get Attention ?

There are good many ways in which a prospect's attention can be won and held. Among others, the significant one are four. These are :

1. *Moving along the current.* Each and every prospect is but interested in himself. He is self-centered. His own affairs are more alluring and colourful than those of others. He dwells in his own world of which he is the king. Therefore, the best way would be to talk on such matters of his individual interest. The customer is to be tackled by self-questions which should be friendly, interesting and motivating one. In fact, it is the tact that opens the track.

2. *Advertisements.* Advertisements are the major attention getters and holders. The best medium will be to use sales literature and circular letters which can be sent to the prospects. Every news-paper, magazine, radio and TV advertisements are sure to win the attention. In addition, out-door media vehicles like posters, boards, neonsigns, balloons, sky-writing, travelling and painted displays, sandwichmen have deeper and lasting impact in atten winning and pinning.

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3. *Displays.* Displays attract the attention and hold it for too long time. Display implies putting the things to the view of people in a mind, in a graphic or concrete way. The thing displayed need not be a product ; it can be a picture or a piece of literature of curiosity. Such an attempt will be appealing to eyes and convincing to crown. Display is the substitute for description which saves time at the disposal of salesmen.

4. *Showmanship and Appeals.* At times, the best attention winners are showmanship and dramatic appeals. It may be a case exciting curiosity by showmanship, citing and instance, telling a story, referring to a specific problem – familiar names or paying an honest compliment to the prospect, giving out the findings of a survey or useful and interesting data regarding a product or showing an exhibit and so on. Any thing that is unexpected, unsual, uncommon is sure to appeal to his mind.

II. INTEREST

A prospect is said to have interest in the salesman and his product or products when he is writing to hear more and more of his talks. Prospect enters the stage of interest if he is ready and willing to listen to salesman and enter discussion with him. Arousing interest is the crucial task of developing prospect's interest in the product or products in question. Rather awakening interest implies the buyer is interested in a product or in the proposition. It is the work of developing and maintaining interest.

How to Arouse Interest ?

The aim of arousing interest is to link the buyer's thinking, need and the salesman's product, its price, features and benefits. As salesman is interested in converting the attention into interest, he is to use expressions and effective attention gettes. The best ways open to the salesman for capturing interest are :

1. *Planned talk.* All the buyers are keenly interested in themselves and, therefore, the salesman is to capitalise on this source. Prospect's interests are his hopes, problem of possessions, family accomplishments and the like. As a part of this approach, salesman is to start a talk about the likely benefits of product to the prospect. While describing the merits and benefits, he is to see it from the angle of a prospect. Tell him or her the concrete cases of those individuals who have derived the benefit by using the product. Distribute the samples free as a trial.

2. *Demonstrate.* Another way is to demonstrate the products. It is perhaps, the most effective way of awakening the interest. Demonstration is the part of planned talk. However, it is considered as a separate point due to its weight in interest creating. A multi-sense

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appeal demonstration clicks well. It is because, there will be perfect communication between the salesman and the customer. These senses are taste, touch, smell, sight and audity. The combination depends on the nature of the product.

3. *Harping on buying motives.* Still another possible way is to appeal to the buying motives of a customer. A salesman to succeed in generating interest is to have perfect and adequate grasp over the buying motives of customers. The customer may be over shadowed by rational motives like prices, durability, rehability, benefits, convenience and the like. In other case, it may be purely emotional motives like love, pride, prestige, ego, sex, security, recreation might be involved. It is a matter of guess. It is the hard task of pressing the right button to get the desired result.

III. DESIRE

Desire is longing, craving, a hunger for something which is laking in some one. It is based on the feeling of yearn, want or dearth. It is the desire that warrants an action to fulfil it in future – may be near or far. This feeling is injected or created by the salesman in the mind of a prospect. Desire is said to be created when the prospect feels a need and observes a favourable kind ship between the need and a particular product. There should be integration of need on one hand and a product, on the other. Desire is created when prospect expresses a wish or wanting for a product of one available with the salesman. The secret of successful selling is to present the sales proposition in such a manner that the customer wants to buy the product. That is why, a need or a want is to be created. It is not only to be created but intensified.

How to create desire ?

This deliberate and crucial work of converting interest into desire is possible in three ways. Even one can use the combination of these of his advantage. These are :

1. *Stress selling points.* Selling points are the weapons in the armoury of a salesman. Talking points of a product give total picture about the merits of benefits that a prospect is likely to derive. Thus, a salesman selling cotton cloth may use the selling points as "it is tabilised " or "sanforised." This expression has a catching impact which is something new because, a prospect might have heard about "mercerised" cloth. In case of watches, he can talk of "quartzes" than "jewels.".

2. *Suggest something solid.* Any workable suggestion shown is often of significance in the realm of salesmanship. By suggestion, it implies the intention of an idea into the mind with skill and strength that dominates and excludes all other competitive ideas. It is one that

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creates an imprint on mind something undeliable. That objective of suggestion is to offer an idea to an individual, so that he is at once impressed by it where the idea relates to a necessity and utility of a product or the proposal.

3. *Present and demonstrate.* All products are not likely to respond to the suggestions made. It is quite obvious because, mere assurance without proof may not intensify the desire which is kindled. That is why, salesman is to explain and prove his statement about quality, utility, services, performance and the like by operation, experiment or testing. This is otherwise called as demonstration. Presentation and demonstration go hand in hand. Truely speaking, presentation is the systematic arrangement and decoration of products in a shop. This facilitates the process of want creation.

IV. CONVICTION

While a prospect may desire a product, still he will have to be convinced that salesman's product is the best for product's needs and that the salesman is the best supplier of the said product. It is quite likely that some doubts may remain in the mind of a prospect even after creating a desire in the mind of a prospect for a given product. These doubts can be removed by conviction. Conviction implies here, clearing all the possible doubts regarding his product or proposal by convincing the prospect. Conviction is said to be established when no doubts remain about purchasing the product from a salesman. Convincing means winning the confidence of a prospect. A convinced prospect will not hesitate to take purchase action. A prospect is said to be convinced when he feels that the sale proposal made by the salesman is worthwhile from his angle of reasoning. He should follow F.A.B. selling technique. In other words, a prospect is made to feel that he is getting a product more than the price it deserves. A convinced prospect agrees to the salesman's proposal in that the product is better than any other product.

How to Convince ?

The best way to convince a prospect is to overcome all the possible resistance or objections or doubts. The experience reveals that there are some six standard methods of overcoming the objections which can be used either individually or in combination to the advantage of the salesman. These methods are direct denial – indirect denial – compensation – boomrang – question and pass up methods.

V. ACTION

Action stands for the decision behaviour of the prospect which may be positive or negative. Action can be stimulated by allowing the prospect to try the product the way he likes. It is the outcome

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of previous stage namely the power of conviction or convincing. If the salesman has succeeded in gaining the heart or confidence with its deep rooting impact, the prospects 'reaction is yes' to his proposal. If the reaction is 'nay', it is the failure of the salesman – may be partly or fully.

How to Get Action ?

A positive action can be stimulated by once again applying multiple sense appeal as tried earlier. Further, elucidation, reiteration and elaboration of selling points is needed. The salesman is to tempt the prospect by giving him wide price range, talk about quality, utility, durability, versatility, convenience, easy terms of payment ; divert his attention from price to the actual gains he has over other products. With this hammering, the prospect is likely to say 'yes'. It is not compelling him to buy but impelling him to buy after making him to say 'yes'.

In conclusion, it can be said that there is a definite psychology involved in selling. Sales are not the sudden outcome. They are not the products of accidents but they are to be built. The human mind is made to undergo a mental process consisting of logical states of attention – interest – desire – conviction and action. These stages are not independent but interdependent because, success of one leads to another. The salesman is to clear all the hurdles that come in the way of converting attention into action. The point involved is not merely action but positive action. It is the calibre, skill and acumen of salesman that decides the end results.

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CHAPTER 9

SELLING PROCESS – I

General :

The preceding chapter concentrated on the psychology in selling that helped us to know how a prospect's attention is gradually converted into action. This chapter plans to discuss the meaning of selling process and the first chunk of selling process namely prospecting – its meaning – significance – essentials of goods prospect and methods of prospecting.

What is a Selling Process ?

The 'sales' or 'selling' process refers to a sequential series of actions taken by the salesmen that lead towards a prospect taking a desired action and terminates with a followup to ensure purchase and post-purchase satisfaction. Sales process is the series of logical steps taken by a salesman to increase the chances of making successful sales. These commonly accepted stages in the sales process are – *prospecting – preapproach – presentation and demonstration – overcoming objections* and *closing the sales.* It is worth emphasizing here that, these steps are not independent but inter-dependent as they are closely interlinked. It is not a pell-mell but a logical sequence is to be followed. That is, salesman starts with prospecting and ends up with closing the sales. He has no choice or the freedom to start anywhere and end anywhere he likes.

PROSPECTING

What is it ?

The word 'prospecting' is a geological term. It means a search made for underground treasure by a geologist. It may be oil, water or ore prospecting. In salesmanship also, this term is used with a specific meaning. Prospecting is the first step in selling process. A prospect is a qualified person or a unit that has the potential to buy your product or service. A prospect should not be confused with the term 'lead'. The name of a person or a unit who might be a prospect, is referred as a 'lead'. A 'lead' can be a 'suspect' indicating the person or a unit is suspected of a prospect. Once the 'lead' has been qualified, the lead becomes a prospect to know whether a lead is a 'prospect' or a 'suspect', seven questions may be asked. If the answer is positive for each, then he is a prospect, otherwise a suspect. These tests or qualifying questions are :

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1. *Does he need my product or service ?*
2. *Does he perceive a need or a problem that may be satisfied by my product or service ?*
3. *Does he have sincere desire to fulfil his need or solve his need or solve his problem ?*
4. Can my product or service convert his desire into a belief ?
5. *Does he have financial resources to pay for ?*
6. *Does he have the authority to buy ?*
7. *Does his purchase is large enough to be profitable ?*

Prospecting is searching the prospects for the firm's products and services. It is the hunt for 'needers' who are capable of being converted into 'wanters' and 'wanters' into 'buyers'. Prospecting is the process of acquiring basic demographic knowledge of potential customer for the products and services of the firm, qualifying the potential customer. Here, 'qualification' means determining quickly two things namely one – *Is there potential need for the product or service* and *two* – whether the prospect is capable of making a purchase decision ? To be very precise, it is to determine the authority to buy and the supporting purchasing power to acquire product or service.

SIGNIFICANCE OF PROSPECTING

Prospecting is the life-blood of sales because it identifies potential customers. The following reasons sing loudly the significance of effective prospecting. There are at least seven such solid points :

1. To increase the Sales :

It is well established fact that sales are to be built or made because, they do not come off accident. Unless the salesman has an effective plan of prospecting, he can not dream of multiplying his sales. So long as the prospecting keeps pumping in new prospects or retaining the existing one, there is no danger. Sales multiply with his sales acumen. If prospecting is brought to half, soon he finds that his sales are dwindling instead of swelling.

2. To replace the Lost Customers :

Prospecting is not a stop-gap arrangement or a fire-fighter approach. It is something that goes on and on so long as the business house is interested in creating, maintaining and extending the demand for the firm's products or the services. No firm on the earth is capable of retaining its existing list of customers though it has multiplied its sales. Hence, new customers are always welcome as old one are likely to dis- continue their relations. Building up changing yet guaranteed clientele is the greatest gift of good and constant prospecting.

3. To keep Kicking and Alive :

The sales organisation or the selling house is not having control

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over the environmental changes that are regularly taking place affecting the selling house as a sub-system of the environment or the supra-system. Over the time, changes take place in size and dimensions of population such as – income – purchasing power – consumption pattern – flooding in a new products and services – changes in the channels of distribution – governmental policies – cultural values – technological victories – ecological variations and so on. These changes have definite impact on consumer behaviour and his purchase decision-making. It is constant monitoring kept by the prospecting that brings home these changes for adaptive actions for successful survival.

4. To Rationalise the Approach :

Prospecting is not a job of rumbling in the jungle. It is not a hap hazard or pell-mell activity. It is a systematic search for the customer starting with a lead and ending in prospect and finally from prospect to a customer. It is a meticulous task of screening and scanning, profiting and percolating. Sound prospecting alone helps the salesman to focus and administer his valuable sales efforts on a selected group of individuals or units. Thus, there is no waste of effort. It is because, sales efforts are commensurate with the consumer profile.

5. To bring together the Firm and the Buyers :

The old philosophy "if you look at me, I will look at you" rarely works. Instead, the philosophy should be "I will look at you even if you do not look at me." It is this philosophy that is hidden in sound prospecting. That is why, all progressive selling houses have gone aggressive and takes prospecting on war footing to locate all potential customers throughout the region or the nation. They try to penetrate every nook and corner to establish that there is a firm that caters to the needs of prospects. It is prospecting that binds together the ignorant buyers with up dated selling houses ready to bring home the products of science and technology. This is how customers are located and salesmen are readily pressing the door-bells of really interested but unaware customers.

6. To Bolster up Sales efforts :

Efficient and effective prospecting is an essential adjunct of sound sales management. Scientifically planned and judiciously implemented prospecting plan makes the salesman to know where he should be and what he should do every day, every hour. It instills orderliness and timeliness in his sales efforts that too in a selected area, on selected prospects at selected time. Planned attack helps him in creating favourable and impinging impression upon those

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prospects who are in his orbit. It is so because, he has done lot of concentrated home- work.

7. To keep Constantly before the Prospects :

Not in all industries or the trades that we can expect repeat sales. That is, if the selling house does prospecting once or after a long gap, will do. That is why, continuous prospecting is a must in most of the trades and industries, for their growth and prosperity. Here, the selling house can not take prospecting once and sleep over for decades. In case of speciality goods on the area of consumer durables and installations and equipments in case of industrial goods, regular prospecting keeps alive free image of the firm, the product and the philosophy behind. It is rightly said "out of sight out of mind". No progressive house indulges in such a costly blunder of irregular prospecting.

ESSENTIALS OF GOOD PROSPECT

It is already noted that prospecting is the hunt for "needers' who can be transformed into 'wanters'. Put in other words, there is vast difference between a 'lead' and a 'prospect' because, a lead can be a 'suspect' or a 'prospect'. Even in a case of prospects, they can be 'China eggs' or 'cold turkeys'. 'China eggs' are those prospects who appear to be promising but fall to hatch. That is, sales efforts go waste as they do not turn those prospects into buyers. Similarly, there are some prospects who are called as 'cold' turkeys' because they turn buyers without any or with least efforts. The broad measuring of prospect makes us to call every one on the earth as a prospect on the basis of potentiality of sales. It would be a futile and abortive attempt on the part of salesman to waste his sales efforts without really knowing as to who is a good prospect. Following are the basic requisites of a good prospect :

1. He has a Need :

Successful selling presupposes the existence of a need which is capable of being transformed into a want and finally a want into a purchase. In case the need does not exist, it is the creatures salesmanship that fills the cavity. However, there should be some minimal clue of need which may be, present or dormant. It is the salesman's task to generate on awareness of need by exhibiting clearly the relationship between his product or service to present or dormant need of the prospect in question.

2. He has the Purchasing Power :

More desire or need is not the *prima facie* proof of a person worth calling as a prospect. What is needed is a want or effective want. Effective want is one which is fully supported by purchasing

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power. It speaks of his ability to pay for the product or a service. If money were to grow on money plant, the sellers would not have worried. The problem is that money does not grow on trees or fall from the plants. It is to be earned the hard way and spent. Mere earning is one thing and parting with it is another.

3. He has the Authority to Buy :

Buying product or a service is not a question of mere money or money's worth for a product or service. The sale deals take place under legal, moral, blood relations. Thus, a sale made by a major to a minor is not valid ; medicines can not be sold without physician's prescription security weapons can not be sold to any Tom Dick and Harry unless they have prior licence, alcohol cannot be bought and sold in prohibited areas. Even in family circles, children may not have the right to buy ; a husband may not have if the wife is the administrator and vice-a-versa.

4. He is Approachable :

It is possible that a person as a prospect might fulfil all the requisites of a need, purchasing power, authority to buy, still he can not be called as a prospect in real sense. A good prospect is one who is approachable or who can be contacted easily. Many a times, it is the nature and status – both official and unofficial – may arise. Though the relations are simple and straight those of salesman and the prospect or a likely parties of exchange, salesman has a tough time to have rapport with the prospect. Thus, in a company, higher officials can not be contacted directly. Same is the case with big shots – may be businessmen or industrialists. Some prospects want the salesman to come through their friends and relatives. However, what is important is that good prospect is easily approachable.

5. He is Lucrative :

Salesman stands to benefit by having large number of prospects. He may have a small class of large buyers or large class of small buyers ; or he may have any combination of the two depending on the nature of product and his ability to generate contacts and prospects. However, what is important is that for the efforts put in case of a single prospect, he should have maximum gain. That is, the prospect is one who is sure to purchase large enough to be profitable to the salesman.

METHODS OF PROSPECTING

Hunting the needers is a prelude to further the selling process. Prospecting or collecting basic demographic information of potential customers is possible in a number of ways. Though, there are ten methods of prospecting, no method guarantees a full success, unless

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it is used intelligently and consistently. There are : endless chain-centre of influence—personal observation—spotter—cold canvas—direct mail and telephone—exhibitions and demonstration—bird dogs—leads from sales manager and advertisements.

1. Endless Chain Method :

'Endless chain' or 'family tree' method works on the principle of multiplication of relations. The salesman collects the names and addresses of friends and relatives and interviews the persons who are likely to be the prospects. A person who is convinced or satisfied readily recommends the names of his friends and relatives who according to him should also be benefitted by the proposition. This method is most effective in development of prospects for intangibles like investments and insurance covers. Further, the salesman is having easy access to these recommended persons which is a special merit.

2. Centre of Influence Method :

Strictly speaking, every individual is the centre of attraction or influence in one way or the other. Being the centre of his or her own worlds he or she has some influence on those who are in the orbit or world. This point is encashed under this method. A salesman develops a selected band of persons who serve as his centre of influence in his own territory or the community. The more friends a salesman has, the more centres of influence he can tap in finding the prospects for his products. These selected persons are either the customers or the influential friends of customers. Such persons may be ministers, MPs, MLAs, doctors, lawyers, bankers, professors, club officials, business leaders, social workers and the community leaders.

3. Personal Observation Method :

For a prospect minded salesman, prospects are everywhere. The salesman plays the role of a keen observer as if what is going on ground. A salesman who is agile and alert to identify the prospects, does it so easily and quickly. That is why, this method is popularly known as "eyes and ears" "intutive method or. He observes keenly, meaningfully and meticulously. It may be a coversation—a street comment—cinema house chitchat—office grape-wine-comments at public meetings—remarks at recreation—a close talk in a hotel—a dialogue in a journely. As a creative professional, he makes an all out effort to explore such possibilities and exploit the opportunities open. A shrewd salesman reserves some time daily for meaningful and purposive observation to gain prospects in normal course.

4. Spotters Method :

Junior salesmen are employed, many a times, to locate the prospects in a particular territory of a specific social status. As these junior

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salesmen are to spot or locate the prospects, they are called as spotters. These spotters move from house to house spotting out prospects. The work of spotters is purely to locate the prospects and report them to the senior salesmen who would take over the responsibility of selling as the experienced professionals. That is, a detailed survey is conducted by the juniors and follow up work is taken up by the seniors. Most of the people cooperate for such survey work. This method is lucratively used in case of products which are attractive, useful and durable like automobiles, two- wheelers, TV sets, air-coolers, air conditioners, vacuum- cleaners, sewing – machines, cooking-ranges, washing – machines – sound-gadgets and so on.

5. Cold Canvas Method :

This method works on 'law of averages'. This method is also known as 'cold turkey' 'survey' or 'new account' method. Here, the salesman does not know the prospect even as a lead salesman takes a calculated chance by collecting the names and addresses of such leads in a particular locality and meets them by, canvassing. The thrust is on service than sales as he is meeting him for the first time. The underlying idea is to benefit a person by calling on him. Salesman uses extensively 'you attitude' and is used in case of consumer and industrial goods.

6. Direct Mail and Telephone Method :

The salesman contacts the former and present users of products by mail. The contact message covers the arrival of new products. Circular and sales letters alongwith advertising folders are sent to both old and present and likely customers depicting the latest features of the new line, advantages of new line and the benefits of the new line. This direct mail approach needs a selected mailing-list which is up-dated. This is better than personal call because, it selects best, uncovers the unknown prospects and makes prospect need-conscious. In addition, telephone contacts can be established, particularly, in city areas. It is a great time saver and has the same effect as that of a personal call. Constant contact is possible with past, present and potential customers.

7. Exhibitions and Demonstrations :

Exhibitions and demonstrations take place from time to time at city, regional or national or international level. The selling houses sponsor such trade-shows and demonstrations along with sales staff. As the visitors walk in to the pavillion to examine the products, an experienced salesman takes a few minutes to qualify leads, gets their names and addresses so as to contact them later on either at their homes or offices for demonstration. Though salesman and prospect

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contact is quite brief, this type of gathering of special interest gives a salesman extensive contact with a large number of potential buyers over a very short span of time.

8. Bird Dog Method :

Closely related to spotters method is that of 'bird dogs' approach. 'Bird dog' is the nick-name given to those persons who visit the houses at a definite interval. For instance, we have electric or water meter readers, gas boys, milk-suppliers, news-paper boys visiting in official capacity many households in a particular locality. Even these may be watchmen, liftmen, household servants. These 'bird-dogs' or 'sales associates provide a good deal of demographic information relating to households on which the salesman can capitalise. This works out as the most reliable source of information and economical too. The information is got without asking the prospects.

9. Lead from Sales-managers :

Sales-manager as a departmental lead has official and unofficial contacts with the people of other departments of same organisation and also other firms in whose contact he comes in personal as well as official capacity. The names and addresses of leads provided both intra-firm departments and extra-firm departments are a politic source. Thus, an automobile sales manager would give a list of leads to the salesmen for its repairs and servicing, spare-parts and so on. The salesman will locate the likely buyers of new cars.

10. Advertisements and Advertising Agencies :

Today, spending on advertisements is increasing as its yields good results. It is an investment rather than expenditure. A well designed and placed advertisement brings good many prospects. What salesman does by personal efforts is done by each advertisement as it has need recognising and need converting capacity at quickiest span. This has become much easier because of audiovisuals. In addition to these advertisements proper, the agency or the advertising department of the business house do provide the list of leads to the salesman that enriches his reservoir of prospects.

It is already said that no single method is fool proof for success. However, certain criteria can be used to choose an optional prospecting method. It can be three points formula : (1) Choose or customerise that method which fits in to the specific individual needs of the firm. One should never copy others. (2) Concentrate on highpotential customers first and then prospects of low-potential. (3) Call-back on prospects who did not buy.

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CHAPTER 10

SELLING PROCESS – II

General :

In this chapter it is proposed to discuss in detail the next two stages of selling process namely, pre-approach and approach. The plan is to portray clearly the meaning, aims, extent of preapproach, methods of gaining interview, requisites of good approach and methods of approach and other allied aspects.

A. PREAPPROACH

What is it ?

Of the total six stages of selling process, the final consecutive stages except the first deal with actual sales interview. Therefore, preapproach is the first stage on the sales interview. Preapproach means getting more detailed facts about a specific individual to have effective appeals to his mind. Very often, a question arises as to when the prospecting ends and where the preapproach begins. As selling is a continuous process, it is of rather difficult to pin-down the points of start and finish. However, it can be said that prospecting ends where the statesman thinks that he has enough back-ground knowledge of a prospect to tap him as a likely buyer. Preapproach is a record round effort to get details regarding the prospect such as his ability, need, authority, accessibility to buy. It is a closer watch by a salesman of prospects likes and dislikes, habits, tastes, financial status, social esteem, maratital status, family background and the like that are sure to influence his buying behaviour. A detailed profile of a prospect enables the salesman in planning on sound lines his sales talk with assured success.

It is worth reminding the readers here that some authors think that the detailed information obtained only at prospecting stage and, hence there is no need of this second step preapproach. However, it is better and safer to include preapproach as an additional stage because, all prospects are not buyers. Before one takes them for granted, there should be distinction between, "most likely" and "likely" prospects so that the efforts and resources of selling house can be utilized optionally. In this book, I have, therefore, included preapproach as an essential starting stage of sales interview.

THE OBJECTIVES OF PREAPPROACH

Preapproach as a phase of selling process, has certain objectives to achieve. These are :

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1. To provide additional qualifying information—At first sight, it may appear that a person or an organisation looks like a reliable prospect. However, that closer look reveals it as otherwise. That is, the salesman is to learn this difference between a 'lead' and a 'prospect'. The weaknesses are clearly understood by going nearer to the lead or the prospect. It magnifies them for focussed analysis and interpretation.

2. To design an effective approach strategy—A salesman is to have a well-planned approach or strategy in his preapproach failing which he lands in the cave of confusion, chaos and frustration. All the prospects are not equal in all respects. That is, all prospects cannot be approached in the same manner. Unity in diversity that prevails in case of the prospects. Some are really easy to meet while others are quite difficult to contact. Some prospects like direct approach. Still others prefer an indirect way. For some, time is the most important factor while for some, it is liberally available. In view of these basic differences, salesman is to design a matching and effective approach or a strategy which is possible only by preapproach.

3. To enrich the planning information—Sales depend on sales presentation. Intelligent preapproach is the stair-case to the successful planning. The sales talk, that is well-planned takes different forms and moves in divergent directions. The themes may be cost savings—product features—product benefits—status acquisition and so on. A good preapproach furnishes a salesman clear insights into the buying motives so that he can appeal most to those to seek right action. The sales talk presented must be tailored to the individual tunes and tastes. Thus, it would be futile to take on 'economy' to prospect who is charged with 'status' where price appeal has no point but product specialities. It is again the systematic preapproach that helps in this regard.

4. To avoid serious errors—It is quite understandable that the prospects a salesman meets are having differing mental constitutions, views, feelings which are peculiar to them. Any salesman desirous of capitalising on these peculiarities should have closer study. For instance, some people hate a person who is over-aggressive, some do not like the salesman smoking during the sales-interview. That is, the salesman is to move along with the current. He should have adjustability to age-groups, sex, learning differences, mood differences and so on.

5. To build confidence—A preapproach on a lead or a prospect builds the much desired and respected confidence in the salesman. The salesman must be confident of what he says and that he is saying right. A salesman who presents his sales-talk totally ignorant of the prospects' nature and the situation, is more likely to be hesitant, fearful and uncertain thus proning to commit more mistakes. With

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preapproach, he makes all the possible observations regarding prospects' mind and he develops confidence of converting a prospect into a customer.

6. To speed up mental process – Consumer buying process is a psychological sequence of actions. The prospect's mind moves from one end to another in a definite direction from Attention ⟶ Interest ⟶ Desire ⟶ Conviction ⟶ Action. The salesman is supposed to move on these priorities. If he cuts or disturbs in between the prospect gets confused and broken and does not co-operate in arriving at favourable action. If the salesman has a preplan of approach which is certainly in line with this mental process, be supports the mental process of prospect than perturbing it. Speedy movement upwards on the ladder of mental process makes him to reach the top with hesitation.

7. To conserve the energy and time – Energy and time are important for all, but much more to the salesman : A plan of preapproach is sure to conserve the energy of a salesman. In absence of preapproach, he should have met each and every one both the fake and the genuine buyers and China eggs. However, now he has the picked and chosen, a selected prospects who are sure to lay eggs that are hatchable. In stead of showering upon the mountains, he showers upon the cultivated plants for the best results. This automatically saves his time which he can use elsewhere with much reward.

THE EXTENT OF PREAPPROACH

The amount of time and thought a salesman devotes to a given sales-talk is governed by the significance that it carries. The extent of preapproach varies from case to case depending on the type of product, quantum of sale and the nature of prospects. It is self-evident that when the prospect is fully aware of a product it takes least time and effort. On the other hand, if the prospect is unfamiliar with the product. The prospect needs to be educated about the same. In case, the products are costly and are intangible, the prospect hardly realizes his immediate need. Similarly, big and complex sales proposals require definitely a greater degree of preapproach. Again, much depends on the nature of prospect.*If he is fastidious, it is really a hard nut to crack for the salesman.*

WHAT A PREAPPROACH INCLUDES ?

The detailed information gathered in preapproach differs from sale to sale. If the salesman is selling to an individual, his investigation confines to a person as a prospect. Contrary to this, if the prospect is a business unit, the preapproach encompasses the multi-dimensional facts about the business house.

In case of an individual as a prospect, the salesman is expected to know his name, age, educational level, occupation, social status,

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place of residence, place of working, interest in the product, or product-line, ability to pay, authority to buy, family composition, his group of friends and relatives or colleagues, appropriate time to contact him or her, personal peculiarities, hobbies, specific buying problems and how the salesman is going to solve them ?

If the prospect is a business unit—may be a sole trading or partnership or a company, the salesman is to know about the company—its birth, ups and downs, founding father, the company personnel, company directors—persons in-charge of using the product, persons who have the final say in purchases, company operations such as what it makes or sells or makes and sells ? What markets it reaches ? What is its plant capacity ? What is the grade of company product ? Technical details of production, company status in industry in terms of output—sales—technical superiority. The buying practices of the company such as the systems and procedures of purchase department—sources of supply—reasons for relying on these sources—whether the company is happy with the existing suppliers ? How the salesman can help the company in solving the company problems, if any ?

Last, but not the least, every salesman is to plan his visits and sales-talks and decide on two things namely, the extent and frequency of sales calls. In the light of these, he is to adjust his time in such a way that he is selectical to cover only the milking cows for the benefit of himself and the company and customers too.

THE SOURCES OF INFORMATION FOR PREAPPROACH

There are a number of sources of information which a salesman can tap for his preapproach in a successful manner. Among these, the most common and the preferred sources are—fellow salesmen, customers, local news papers, special investigators, sales office, directors and observation. The other less important sources are retailers, hotel clerks, barbers, garment cleaners.

1. Fellow salesmen—Friendly relations with others or other salesmen especially of non-competing type help a salesman to add to the stock of information. It is done fruitfully, by mutual interchange among themselves. Sometimes, even the competing salesman may disclose some useful clues about the prospect and his peculiarities. Much depends on the salesman to extract from such a source. Only thing is that the salesman should have the ability to elicit.

2. Customers—'Satisfied' customer is a good and reliable source. It is so because, he wants that his friends and relatives are to follow his line. Such satisfied customers readily give the information in terms of their likes and dislikes, income status, famil composition and so on. A wise salesman strives hard to learn helpful facts from a customer about his friends and relatives.

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3. Local newspapers—It is the rich source of information which is unfortunately not utilised to the extent deserves to be exploited. It is of immense assistance particularly to travelling salesmen. Such salesmen are expected to go through all the advertisements as given in the newspapers and also in the advertising section of newspaper office. These pieces of advertisements will give general idea of the community's interest and a fertile and vivid background of their prospects.

4. Special Investigators—Some of the selling houses do employ special investigators who visit the dealers and collect good deal of information about their requirements, particularly buyer habits. As it is a special and specific effort, it helps salesman in two-ways : that he is utilising his valuable time on straight sales calls and that the information collected is much detailed and reliable as called by specialised people who are paid for their professional work.

5. Sales Office—The records in sales office and findings of sales manager on the advertising and research sections, prove of much value as they are relevant and reliable being authentic. They give localitywise detailed and classified information about the prospects. It is up to the salesman to make use of this dependable source.

6. Directories—Publishers have come out with directories providing personal data of the persons categorised as professionals and non-professionals, businessmen, traders, and the like. Today, we have ready directories for each respected line of activity where one finds who is who ? Giving activitywise, level of educationwise, areawise information. One gets the names and addresses, areas of specialisation, achievements and social status, hobbies and so on. Further, different industries publish rosters and biographical data on executives and other employees of the companies within the industry. This provides a wealth of information quite useful to the salesman.

7. Observation—Keen and meaningful observation on the part of salesman can be another vital source. As he enters prospects' place of business, he can size up good many things. For instance, he can see, what his competitors are doing by motivating goods in stock, mail on the desk and so on. Assuming that the prospect as a dealer he can tell whether the prospect is enterprising or conservative by studying his stock display fixtures. His disposition can be known by relations with his subordinates.

8 The prospect— A prospect himself is a source of information. In good many cases, much critical information warranted for sales is known only through a prospect. It is a reliable source though some question its validity on its practicality. As salesman is there to solve the prospect's problems, the prospect is motivated to give the salesman complete co-operation. The salesman must not be bashful about

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asking the prospect for ready information even though it may be purely personal or strictly confidential.

B. THE APPROACH

What it Means ?

'Approach' means meeting the prospect in person by the salesman. It is the second stage of the sales interview where he makes face to face contact with the prospect to understand him better. Success follows those salesmen who possess courage, weld courtesy and win confidence. Though the salesman really comes in the ambit of a prospect what results transfire would largely depend on his approach. Buyers often judge the mettle of a salesman mainly by the way in which the salesman comes back even after frequent rebuffs. Only with this stand, the prospects will form the opinion that the salesman has really something to offer.

THE OBJECTIVES OF APPROACH

Any effective approach has four objectives to be achieved. These are outlined below :

1. **To help the salesman in impressing the prospect**—The final aim of every salesman is to secure favourable attention to start with. He wants to capture his imagination and hypnotise him to listen to him. This is possible when he is capable of creating that impinging impression on his prospect. It is scientific approach that guarantees such an impression and hence attention.

2. **To amplify the information**—The salesman has collect lot of information about the prospect at prospecting and preapproach stages by getting closer and closer to the prospects. Now, he has the golden opportunity of amplifying and verifying the information so called to his advantage. He can build good and lasting relations with the prospects at this tender stage of approach.

3. **To convert attention into interest**—The creative task of a salesman is to travel in the mind of a prospect from one point to another to achieve his goal. The mental stages involved start from attention and end in action connected by interest, desire and conviction juxtaposed in between. It is the pre- approach, that helps him to climb the first stage of attention and he will climb up other step to reach climax of action.

4. **To lead the prospect into sales-proposition**—Approach is such a delicate and critical stage of sales process that the sales are made or marred. Sales are to be won and approach is a stepping stone for sales-presentation. It is because of this delicacy that sales are likened to a chain ; break or damage of one link is sure to break into useless bump of hooks.

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GAINING THE INTERVIEW

Normally, a salesman has difficulty of meeting his prospects who are strangers like business executives who are either not interested in his products or they are so busy that they can not afford to spare time on his visit. The business executives wish to keep-away from sales-force. In addition, they have number of subordinates to act as effective hurdles on the way of salesman. These subordinates may be receptionists, secretaries or assistants. That is why, the salesman is to plan very carefully his approach to gain an interview with his prospect.

The immediate problem is that of an interview with the right man. It is the question of gaining the interview with a prospect in question. This process of gainig interview is the process of selling. Gaining the interview is actually a selling process ; it is like making an actual sale. The salesman is to sell first his ideas to the subordinate or sub-ordinates of the real prospect who is an effective hurdle in meeting the boss or the executive proper. He is to look important and has the dignity and poise to impress upon the subordinate. His behaviour even at the reception-hall should be meaningful and dignified. Instead of wasting his time in strolling or reading dirty comics, better it is for him if engrosses in reading an article or preparing a report on his visit. This is sure to create some favourable impact. It is equally important that he should treat the subordinates with due respect as they are important linking pins. Co-operation sterns from sub-ordinates if he grants respect, recognition and praise to the sub-ordinates and thanks for the nice co-operation. In effect, it is the modesty, courtesy and diplomacy that count most.

Methods of Gaining Interview :

Salesmen particularly travelling or speciality, have atleast seven golden methods as their disposal to gain interview with the prospect. These are – personal call without introduction, personal call with introduction, sending in visiting card, writing for an interview, use of premiums, telephone appointment and the use of sales letters. Each method deserves elaboration or clear-cut understanding.

1. **Personal call without introduction** – Barring the cases of sales by mail or telephone, the salesman is to have personal approach to his prospects. It is simple and straight way to approach the prospect. He starts with his name, the firm he represents, nature of his proposition and appeals to the prospects desire for gain. He shoots an arrow of curiosity and emphasizes self-interest from the angle of prospect. Arousing curiosity is possible by emphasizing the points of savings, cost reduction, added benefits that are tagged to his product or products. Sometimes, little flattery clicks in gaining interview. He is to appeal to his five senses of sight, touch, taste, smell and hearing. Fair dealing should be his way out though tricks work sometimes.

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2. Personal call with introduction – It is considered to be one of the most effective methods because, the salesman approaches the prospect as an acquintance rather than a stranger. A common or mutual friend of the sales-man and the prospect may give a letter of introduction or might have passed on a message to that effect by phone or a card well before the meeting of a salesman with the prospect. Intimate relationship that exists between the person introducing and the prospect makes introduction very effective. Letter of introduction gives the chance to a salesman to get in touch with the prospect. Much is left to the salesman to bend the iron when it is hot. The introductory letter or the message never speaks of the product nor a recommendation to buy it. It is only a link that it establishes between the salesman and prospects.

3. Sending in visiting card – Business cards are quite common these days and majority of the reputed firms have found it beneficial and, hence essential to send their salesmen with these visiting cards. A distinctive, hence attractive card acts as an ambassador in gaining easy appointment or the interview. Mere sending of such card may not grant interview. Courtesy and tact play a considerable role in gaining such an interview. Visiting cards are mostly given at the start. However, to have concentration and gripped impression, some salesmen prefer to hand over the same at the end of the talk. There is no any hard and fast rule as to when the card is to be presented. Much depends on the situation.

4. Writing for an appointment – This is another agreeable method where the salesman writes well in advance to the prospect seeking his appointment or an interview at this convenient date and time. Much care is to be exercised particularly in case of busy executives and very important personalities. There is danger of not keeping the time schedule to the last minute as desired by the prospect. In such cases, he can request for elastic appointments where he has sufficient margin and excuse for the possible delay. However, most of the executives dislike such flexible appointments. That is why, a successful salesman meets the requirements of such live-wire executives by adjusting himself with good sense of time and opportunity.

5. Use of premiums – To blast the barriers, most of the companies send their sales-men with small attractive yet low- priced gifts like pens, diaries, calendars, ash-trays, pencils, lighters and other such souvenirs. These are popularly known as door-openers. As the prospect gets these, he feels obliged to clear the way. Having sales with housewives this method works very well. Generally, it is a two-step formula. First, he presents a card entitling the prospect gift with his proposal ; second, he approaches the prospect with stipulated giftnovelty after a gap of day or two. This method only helps in opening

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the door but not the finalisation of deal ; the major work of creating curiosity is the responsibility of the salesman. The point to ponder is that it creates a goodwill for the firm.

6. Telephone Appointment – In case the salesman is quite confident of creating a favourable impression on his prospects by phone, he can bank on telephone as a means to gain interview. The point is, he is inviting the prospect. Normally 'no' is the reply. With all that he starts talking about his proposal. That is why, most of the companies reject this as away of getting appointment. However, it is equally true that, the salesman has too many prospects spread over a vast area, where personal approach is costly affair in terms of time and efforts. To make telephone approach effective the salesman is to avoid argument with his prospect and should cover quickly the main item of his proposal ; use short reply questions ; create curiosity to generate interest in his proposal. There is no fun in praising the prospect but there is a charm in persuading him to make up his mind to go in for his product.

7. Use of sales-letters – Very often, some firms prefer to use sales-letters to different prospects. Sales letters are instrumental in inducing prospects. The effectiveness of a sales letter depends on convincing, forceful and appealing style of its message the way it is cast and couched. These letters are founded on the A – I – D – A principles. They are dependable door-openers. Though sales-letters do the work of introduction, there is good deal of difference between a sales- letter and a letter of introduction. Sales-letter talks more about the product than the salesman. On the contrary, the letter of introduction tells more about the salesman than the product.

REQUISITES OF GOOD APPROACH

A good approach is one which is characterised by the following essentials expected of an effective approach. These essentials are the requisites which are very aptly developed by professors Russel, Beath and Buskirk. These requisites can also be called as the basics or the principles of good approach. Ten such points are worth emphasizing and, hence one may call them as the "ten commandments".

1. Make suitable appointment – The appointments of salesman with a prospect may be definite or elastic in terms of time. Whatever may be the type, the salesman is to plan his visits with sufficient margin of time between two appointments or interviews. Much depends on the prospect himself as to prefer a definite appointment to elastic one or otherwise.

2. Time the approach – Wise salesman meets his prospect at the most opportune time. Opportune time implies his receptive mood. To sell products like fans, fridges, air-coolers, he is to meet just before

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summer-season. The person selling cars, TV sets, two-wheelers should see the prospects just before the declaration of financial hikes or a promotion or after windfall fortune.

3. **Use the business card**—It is almost a necessity these days to use visiting cards. It acts as an identity card. It can be presented either before meeting or at the time of meeting him. In addition to these cards, it is suggested that the salesman should be ready with gift-novelties or premiums.

4. **Look attractive**—Appearance of a salesman is of top importance in approach. What impression others carry about him is a key factor. It is his look or appearance that creates an atmosphere of talking to him. It is his attire that creates and clears the way and can straight talk to the prospect. Charming appearance and alluring attack fits the occasion and make him more important that speaks his poise and dignity.

5. **Avoid each dismissal**—Quite often a salesman has the fear of being dismissed well before he could present his ideas of his proposal. This happens either because of the disinterest or the inability of the salesman to make the scene. The secret lies in his appealing to the buying motives of the prospect and presenting interesting and latest information to him.

6. **Tender no apology**—Some salesman have the very bad habit of apologising for everything. In fact, no salesman should apologise for taking valuable time of the prospect. In fact, he should feel elevated that he is doing the prospect a favour by calling on him. Apology for time indicates that salesman is guilty of making a call and even unsoundness of his proposal so presented.

7. **Win undivided attention**—Salesman should command undivided attention of his prospect to involve him in sales proposal. Some prospects have the habit of listening to others and doing their work too. A prize, an awaiting, an exhibition or a present that helps in capturing his attention. First, catch his sight, touch and then hearing.

8. **Focus the attention**—As soon as the salesman meets the prospect, the attention of the prospect is focussed on the salesman and not on his proposition. That is why, the salesman is to be the effect conduit pipe to centre his attention not on him but on his product or the idea for sale. He will do so if demonstrates or speaks about the F.A.B. aspects of products at his command.

9 **Remove sales-tension**—Removal of sales-tension is the major mission of a shrewd salesman. The moment the salesman starts speaking of his product or products some prospects try to avoid it by having barriers of resistance. Such frigidity or tension can be eased

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in case he tells the prospect that his intention is not to sell but to present his ideas on his proposal. His honest and sincere way of convincing evaporates the likely resistance. He should follow the "camel head in the tent" strategy.

10. Call-back again – All the salesmen wil not succeed in selling the proposal at the first attempt. Failure at first sight need not lead to total rejection. Second and subsequent calls may result in sale. New approach from changed angle should be his aim, as prospect has many dimensions of look at the sales proposal. It is not the number of attempts, but the final success than failure that is counted.

METHODS OF APPROACH

There is no dearth for the methods of approach. Knowledge of al these different methods is a must for a salesman as it helps him in combining these methods to his advantage to get the maximum rewards for his efforts put in. Among all the methods, the most commonly used are eleven which are narrated below :

1. Introductory Approach – The most rudimentary approach followed is one of introductory. The salesman introduces himself by greeting the prospect. It may be this way : Good day Mr. ..... I am Mr. ..... the salesman of ..... company. Then he commences his talk on sales proposal. Such an approach fails to gain favourable attention if the company is not known to the prospect. Sometimes, the prospect may be neither interested in the product nor in the salesman ultimately resulting in no appeal at all.

2. Product Approach – Many of the prospects believe in seeing, touching, smelling, hearing the product before they form their opinion. This approach, therefore, works on the basis of handing over the sample product to the prospect. To make it appealing, the product offered must be popular, unique and attractive in its own ways so that it is capable of telling its story on its own uninterruptly.

3. Benefit Approach – Most of the consumers are interested in those products that guarantee certain usual and unusual benefits to the users in terms of product performance, economy, space, appearance, durability, versality and so on. Consumer benefit approach is likely to be more appealing as it is designed for the consumers.

4. Curiosity Approach – Curiosity baits anyone at times. The salesman appeals to the instinct of curiosity. He may simply send a message a chit along with his visiting card. The message may run as "Will you please give some three minutes of your valuable time to advise me in solving an important business problem ?" This trick tickles and twinkles. This trick opened can be fully exploited by the salesman accordingly.

5. Shock Approach – Sometimes, shock treatment comes to his

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aid. It may be old age, sickness, death, security, theft, depreciation and the like that have greater and deeper concern in one's life. It is the fear overall these that makes the prospect to think and act. A salesman selling, the services particularly can take full advantage of this. This concept of fear makes the prospect to think of reality, thinking about things he prefers not to think about.

6. Showmanship Approach—Not all prospects appreciate showmanship and imagination. The salesman can arrange for good many shows for the benefit of some significant prospects. It is rather difficult to say as to what shape this showmanship takes. There is no limit to what an enterprising man can do to dramatise his approach when the situation so demands. However, salesman is to be careful as it is likely to back-fire.

7. Question Approach—Using questions to open an interview is gaining importance. In that it is an art itself. Use of question approach can be more result oriented if employed with other approaches like benefit or curiosity. To take full advantage of this approach, the questions askable must be specific and tailored to the tastes of a prospect. These questions must be textured around the buying motives.

8. Statement Approach—A salesman can open his interview with some solid statements of achievements or benefits to the prospect. Such achievements or benefits already bestowed upon the prospects, have their own impact. Sometimes, these statements may declare facts about the product or what it can do for the prospect. Such statements are normally concluded with a question seeking the prospect's reactions. Generally, these bring home quickly some strong points in favour of product to the prospect.

9. Premium Approach—Sometimes, the salesman is to virtually bribe the prospect to get his attention. Frequently, the salesmen present or distribute advertising specialities like pencils, cigarette-cases, lighters, memo-books and the like because, it is the human tendency to get something for nothing. Such presents bring the prospect in cheerful frame of mind and create more permissive atmosphere in which salesman can plough well.

10. Survey Approach—A prospect is more likely to receive the salesman and will listen his proposition with interest and involvement in case the salesman comes out with a detailed study done by survey. Care is to be taken to see that imagination should not enter the real findings. Little amount of research work, pays on the part of a salesman to edge over the prospect. Though this method has legitimate uses, it has been badly misused by some unscrupulous door to door salesmen.

11. Complimentary Approach—Appreciation, praise, applause and compliments can be good tools opening an interview. There is

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no harm in complimenting a prospect in case he deserves it. However, the salesman is not to pull this belt of flattery to much, lest the prospect suffers from tightening. Of course, there are some people who can absorb generous doses of insincere compliments. However, certainly not all.

APPROACH IN RETAIL SALESMANSHIP

Prospecting and preapproach are a must in case of a travelling or speciality salesman. However, the story of a retail salesman is altogether different as he starts with approach stage itself. It is so because, the prospects come to him to his outlet where he is serving instead of he going to the prospects. The work of a retail salesman is much easy because, the prospects know the products in advance. Again, the retail salesman as a counter-salesman gets assistance from his colleagues if need arises which is not the case with travelling salesman. That is why, retail salesmen are paid not very attractively and are not trained like travelling salesmen. Here, an attempt is made to identify as to what steps are involved in approach and what problems a retail salesman is likely to face ?

A. The Format of Approach :

The make-up or the format of an approach to be followed by a retail salesman can be summarised into ten points as a very standard procedure :

1. **Attract hesitant customers** – Usually nervous type or shy type customers hesitate to enter a shop. These are in two minds as to 'enter' or 'not to enter' the shop. Such persons who are on fence must be made to jump in the rampart. It is the work of the counter salesman to give a green signal that their interests are safe and are safeguarded on entry. In fact, this work should be that of a good window display. At any rate, he should see that the customer enters the shop without any hesitation.

2. **Welcome with smile** – The retail salesman is to welcome every customer with a natural smile. Customer is the guest and the salesman is the host. Smiling, as noted earlier, costs nothing but brings back a lot of business, name, fame, and fortune to the business house. However, smiling is an art. It is said that a sensible salesman smiles with his eyes and sees the customer with his brain. That is why, it is rightly said "it is smile that multiplies and sorrow that subtracts." "If you smile, the world smiles with you and if you weep you are to keep your goods with you."

3. **Greet the customer** – Mere smiling without gestures and greetings will be like a pantamine. Greet the customers in this mother-tongue preferably. This touch of mother-tongue makes all the difference. A courteous welcome makes the customer to feel at

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home. Try to flatter little to create a permissive mood. A sense of personal touch and tinge of belonging will be an added advantage. Make it open and clear that you are at his best service.

4. Offer a seat—In most shops, the customer arrangements are such that the customers are to stand longer. In fact, there are so many items that need a close look, which is much easier, by sitting than standing. That is why, in case of jewlleries, textiles, millinarisy dealers or shops, special seating arrangements are made allowing customers to sit comfortably. Again, there are customers who need immediate seating offer like old, ladies and handicapped.

5. Express readiness to serve—The selling profession is basically a service line where he is meant for serving every one he is contact. As soon as the customer comes to his counter, he should be ready to serve and must openly express as to what he can do for the customer in question. A salesman is not a mechanical device but a meningful service idol dealing with people. He should take the customers in confidence by becoming one with his waves of thought and sight. As an observer, he prefers to look to the customer to his behavioural expressions than to his products. However, spotlighted looking at the customer is dangerous especially in case of shy-type of ladies. The salesman is to show his eagerness to serve and serve promptly.

6. Avoid too many questions—It is essential to ask questions to the prospect to understand him, his exact needs. However, too many questions should not be asked. Experts are of the opinion that a salesman asks too many questions is a poor salesman. Such a habit gives an impression that the salesman is lazy, that he is not a creative salesman. A person who asks too many questions is the mere order-taker and not friend and guide to the customers in purchase decision-making. Extra care is to be taken to not to ask personal questions.

7. Follow F.A.B. Policy—To open sales talk favourably, the salesman must make use of F.A.B. policy. F.A.B. means features, advantages and benefits of the products. The small starting sentences hovering round these three areas guarantee smooth sailing. A product feature is any physical characteristic of a product; a product advantage is the performance characteristic of a product that describes how it can be used or will help the buyer and a product benefit is a favourable result the buyer receives from the product because of a particular feature or an advantage that has the ability to satisfy the buyer's need.

8. Show medium quality products—Though the customers's attire and dispositions reveal his economic status, his aim is to avoid loss of sale. This is likely to happen when he shows either the goods to very high quality or of very low quality. It is offending if the products of cheap variety are shown if is he really interested in buying high quality goods. On the other hand, showing high quality products to

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a person interested in lower grade, that also is likely to reduce the chances of sale. Under these circumstances, the best way is to show medium quality goods. With the reaction of the customer he can move over to either high or low quality products. Many times, the customers are frank enough to express. It will also do if he asks the customer regarding quality standard.

B. Problems in Retail Selling :

A retail salesman faces certain problems that are specific to his line. These are worth realising because, each and every problem has a solution or solutions and the best can be chosen. The more significant problems are :

1. The problem of lookers – There are many visitors to the shop who cannot be called as customers. Good many prospects visit the retail outlet without the intention of buying. They are the persons who are indulging in delightful shopping. Such casual lookers extend their interest in display of goods. Similarly, these are customers who move from shop to shop before buying. This is particularly the case with shopping and speciality goods where they want to compare price style, features and special merits they get. The salesman should freely present the quality products and allow them to examine from different angles. He should convince that his product is quite supperior and the latest to others with proof. If the customers need any literature, he should part with. Under these circumstances, what is more important is service than sale. He should sell the name of the firm himself before selling his goods. Even if the customers do not buy now, the prefer to buy in near future.

2. The problems of simultaneous serving – It is not that a single customer is expected at the retail sales man's counter. Movement of customers is quite natural. As he is all alone on a particular counter or a section and suddenly a second or third customer comes in then he has the greater responsibility. He can neither leave in the middle the first customer nor forget the incoming second or third customer. He wants naturally, all but one by one. At this critical juncture, he is to welcome the second and the third customers, greet them, ask their kind permission to complete the deal with the first one. If the first customer is yet to decide, he can leave him to decide for a while and attend to the second and third customers. However, no customer should have a feeling that he has been neglected. He can also deal with all the two or three customers – depending on their purchase behaviour and reactions. It is the situation that decides the approach.

3. The problem of substitution – There will be certain unpleasant situations where the salesman is to sell a substituted product than the one asked for. Such situation arises when the product is in stock and is out of stock. The first case substitution is not a necessity and,

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hence, it manifests his attempts of creative selling because, he is trying to win over the customer by his persuasive tactics as to why the customers should go in for a substitute though he has in stock the product asked. Some customers may accept his-offer if convinced, and others may not as the insist on the first. Substitution becomes a necessity when the product is out of stock. He has two options, one to tell the truth that the product is out of stock and the customer is requested to visit after a definite time-gap, or he should establish that the substitute product is far superior to the existing one and it pays to purchase without any risk.

4. The problem of selling on phone—There are customers, who prefer to contact retail salesman on phone and confirm their purchases. Selling on phone is to be accepted when the purchaser is a busy-guy, he cannot come to shop personally because, there is no parking lot, or the shop is a humming centre filled with customers, where product is branded one and can be easily described. On telephone, only one thing the salesman can do is that he can appeal to his sense of hearing : other senses of sight, touch, smell and taste are not possible. The success of sale on phone depends on hearing more from the customer. Normally, the order should be accepted in case of known customers. The party may insist on door delivery and acceptance of rejected products. That is why, much care is to be exercised while selling on phone. A salesman can very well keep informed the customers of special offer sales or grand reduction sales on the occasions of annual stock clearance or festivals.

5. The problem of second deal—As usual customer enters the shop, he is welcomed, greeted and sales talk is opened by a salesman, on his counter. However, he fails to hatch the eggs. In such case, another salesman who is more experienced tries his hands and head to prevail upon the same customer. There is nothing wrong in trying this because, the aim of the firm is not to lose the valuable customer at any rate. Sales are the result of team-work. However, this has a great psychological implications both for the salesman and the customer. The first salesman who tried and could not succeed, feels as it is a case of encroachment upon him, again the second salesman who has succeded ; feels that he is really superior and, therefore, more efficient than the first. This creates frustration, heart burning between the salesman which is dangerous for the firm as a whole. Further, the customer also feels that he is being completed to buy and may not accept the offer and even if accepts now, he may not revisit. In both the cases, it is the firm that loses. Hence, second trial should be avoided at any rate for the benefit or both.

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CHAPTER 11

SELLING PROCESS–III

General :

To 'approach' paves the way to the next stage of selling process namely presentation and demonstration. This chapter plans to discuss the meaning of both essentials of presentation and form of demonstration and allied aspects.

I. PRESENTATION

What is it ?

Presentation is the heart of selling process. It involves showing the prospect how desirable and useful a product would be to him or her, than establishing the value that the product is worth the price and finally stressing the urgency of buying it immediately. A sales presentation is gauged in terms of its power to persuade prospects accurately, honestly and totally leaving no room for misunderstandings to achieve sale and encourage future sales. A sales presentation means and includes three activities namely, seeking, selling and satisfying. It is seeking in that the salesman outlines the nature and scope of prospect's wants, selling in that the salesman matches his products and services and the sales-strategy to the wants of the prospects so expressed ; and satisfying in that the salesman erases possible causes of dissatisfaction thus enhancing the possibilities of contentment. Presentation, in its wake, means an array and decoration of goods in the shop. In sales presentation, display has its place as it generates and holds the interest of a customer towards a product or products.

ESSENTIALS OF A GOOD PRESENTATION

The presentation itself is the continuation of approach. Basically the purpose of the presentation is to provide knowledge via the features, advantages and the benefits of the products of the salesman, his marketing plan and the business proposal. Presentation if effective allows the buyer to develop positive personal beliefs towards salesman's product. These beliefs result in desires or needs for the product he is selling. It is the task of salesman to convert need into want and want into attitude that his product is the best to fulfil prospect's want. The strength and efficacy of a presentation is dependent upon the following points which can be called as the essentials. These are :

1 **Promptness**—Ready and willingness to serve the prospect is indicated through the promptness of presentation that clears the way

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to immediate response The salesman honours the prospect by attending him promptly. He acts fast provided he has perfect knowledge of products, their exact placement and keen interest in showing them. Under no circumstances, he should make the prospects to wait as it has negative impact resulting in dissatisfaction and culminating in negative sales

2. Clarity—The sales presentation must be clear and complete so that the salesman wins the confidence of customers and kills competitive resistance in his mind. No marks of doubt should be left in the mental frame of customers. He allows freely the prospects to handle, fondle, taste and smell the articles to their heart's content. In case the products are bulky, it is through their model pictures, he can clear their doubts. Trials are unavoidable many a times. The purpose is to have a satisfied customer. Salesman should be alert not to attack on competitors : that is, he should never talk ill of others. Instead, he should portray the plus points of his products.

3. Right Quality and Quantity—A successful salesman knows what to show to the prospects. The points that he is to present the prospect the goods of right quality in sufficient quantity. A prospect might insist on a particular brand, that is a mark of quality. It is the duty of a salesman to present that brand only, in case, he does not have, then he may attempt to show substitutes with his prior approval. He should never show very low quality or very high quality goods to start with. It is better to start with medium quality goods. Adequate quantity of goods be presented to have the opportunity of choosing the best.

4. Demonstration—Demonstration is the heart of good presentation. All the time a salesman cannot point out the features of his products by mere oral description. Again, all customers do not respond well to such oral description. One of the best ways to convince a prospect is that the product needed is the best is through demonstration. Psychological studies have proved beyond doubt that people receive 87% of their information on the outside world through their eyes and only 13% through other four senses of touch, hearing, smell and taste. A dynamic demonstration appeals to human senses by telling, showing and creating buyer-seller interactions. The intensity to buy can be triggered with proofs. Providing proofs is possible by demonstration. Demonstration is part and parcel of presentation. Itis the task of providing the promises, statements by the salesman about the products quality, utility, performance, services by evidences of operation, test and experiment. In view of its importance, in this book, I have discussed it as a separate part.

5. Appealing to the senses—Another major ingredient is to appeal to the senses of the customer such as sight, touch, audity, smell and

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taste. Generally, an appeal through sight is more effective than an appeal through audity because, seeing is believing. The success multiplies if the salesman multiplies the use of his senses. Much depends on the nature of the product itself. For instance, texture of cloth is done through touch and colour combinations through sight. In case of food products, it is touch, smell, taste and sight. Therefore, the salesman is to know which sense is the best in appeal in case of a particular product. This knowledge helps him in appealing directly to the buying motives of the prospect and explaining his selling points.

6. Suggesting tests – A test or trial conducted for the benefit of the prospect is sure to inspire the confidence and helps in building up a conviction value. To measure the purity or the authenticity, the truth, certain common tests are suggested. These tests are 'feeling' – 'breaking' – 'burning' – 'fading and 'tension'. For instance, these days, it is very difficult to distinguish between 'pure wool' and 'acralyc', 'pure silk' and 'artificial silk' or 'polyester'. These can be proved by burning tests. Fresh eggs roll on plane surface while rotten stand still ; a real diamond cools down the hot milk, a real pearl reduces bodily temperature, a real honey does not dilute in water and so on.

7. Handling the goods – Action beats words in several respects. That is, the salesman should not go on only talking about his products. He should handle them and at the same time allow his prospects to handle in an appropriate manner. His action should follow the words. There should be complete harmony between his statements and actions. Prospects have a strong desire of handling the products they desire to buy. Some prospects hesitate to handle or touch the products. The salesman should encourage such hesitant customers to handle them freely as he appeals to the motive of 'possession'.

8. Dramatise the message – Dramatics means presenting or talking about the product or a service in a striking, showy and extravagant way. It is theatrical presentation of products. Dramatisation should be incorporated in sales presentation only when the salesman is sure that he can do it in an acceptable manner. One of the surest ways of developing ideas for dramatisation of a product is to watch television commercials. A commercial presents a product or products visually demonstrated and dramatised. Dramatisation improves the chances of selling successfully.

II. DEMONSTRATION

What is it ?

Demonstration is not a physical manifestation but a psychological tactics of convincing the prospect that the salesman has the rest product that fills the need of a prospect. It is such a powerful way of appealing

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that the product sink in the mind of a prospect and sell well. It is showing with proof and illustration as to how the product benefits the prospect. It is the task of proving the statements made by salesman about quality, utility, performance, service and the like of a product by means of tests, experiments and operation as the essential mark of evidence.

SIGNIFICANCE OF DEMONSTRATION

The significance of demonstration is amply demonstrated by the following points which are worth pondering.

1. **It wipes of difference**—Sale takes place only when the minds of salesman and the prospect meet together. There are many customers who believe only after seeing or realising a product, its performance or its strength or weaknesses. Such customers are not convinced by mere written or spoken words or description. Appealing to their sight is the best to reach common understanding to sink the likely differences of opinion. It is demonstration that makes it possible which has greater visual appeal.

2. **Opportunity of proving**—Salesman's hands are strengthened because, he has the golden opportunity of proving as to what he is saying. He can support his statements with validity of proofs by tests, experiments or operation. If he is selling melamine crockery which is unbreakable, he can drop an item or hit it with hammer or bang it to the wall or ground to prove its immunity to breakage or brutality. He can also prove a cloth's quality of resistance to wrinkles and shrinkage.

3. **Possibility of sensory selling**—Best sales are effected if the customer has the freedom to use his sensory system to put the product to acid test of cold facts as he likes. Demonstration fully recognises this sensory selling and allows the product to see touch, taste, hear and smell it to his heart's content and brain's satisfaction. A survey has shown that people respond to these senses as to 87 per cent to eyes; 7 per cent to ears ; 3.5 per cent to nose ; 1.5 per cent to skin and 1 per cent to tongue. Much depends on the product and its nature as to what sense or senses will be more appealing and helpful in proving the worth of a product.

4. **Reduction in sales-talk**—Though demonstration is the part of sales presentation, the length of presentation and, hence, the sales-talk can be reduced considerably. It is so because, demonstration does much more effectively and quickly than mere sales-talk. In absence of demonstration, the sales-talk is like a recorded cassette which repeats from start to end like a parrot. In many cases, demonstration can take place of presentation because, all demonstration is a presentation but all presentation is not a demonstration.

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5. Facilitates comparison – A demonstration makes it possible to delineate the product features in a novel and exciting manner that affects buyer's judgement or feelings via personal impressions and the prospects understand the product features, advantages and the benefits by observation or trial. They have the opportunity of comparing the products available and then come to the conclusion as to which product is superior or inferior to what extent and why ? This meticulous comparative account forms the basis of purchase decision.

6. It strengthens sales-talk – Sales talk or sales presentation has the purpose of convincing the prospect about the product and securing favourable attitude and action. Demonstration has that magic which, secures the attention of a prospect and prevents all the possible distractions and interruptions. It has upper hand in getting and holding the attention for a lasting period during which his mind is being transformed from attention to desire to interest to conviction and finally to action. Demonstration is like a precious stone studded in the golden ring.

ESSENTIALS OF EFFECTIVE DEMONSTRATION

Demonstration – an effective demonstration – has certain salient features of its own. These salient features can be called as the essentials of a good demonstration. These are based on the experience of Veterans like F.A. Russel and F.H. Breach.

1. It is clear – The demonstration is expected to be as clear as crystal so that the possible doubts of prospect are eradicated. Clarity in demonstration can be achieved by using heavy doses of showmanship, using the language of the prospect, using a flowery language and testing the pulse of the prospect. Showmanship stands for showing or exposing to the prospect than talking to him. It is so because, eyes are powerful than ears; it is so because seeing is believing. Effective communication of ideas is possible and lucrative if done in prospects language. To catch the imagination, the language used must be floweryful of figures of speech. Probing of the prospect's mind is essential to decide the extent of clarity needed.

2. It is complete – Good demonstration, by its very nature, aims at creating conviction and desire. A prospect is said to have been convinced when the talk has brought out all the waverings and tiltings to a standstill and he is brought to a stable mind situation. Demonstration becomes complete when the salesman prepares a standardised sales-talk, conducts it in a very planned way and organised manner giving all the comparative features, advantages and benefits of his product or products. Demonstration proves what the salesman says. Proving means proving to a prospect during presentation that his product's benefits and his statements are legitimately matching

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3. It gains confidence—As a salesman is to conclude the sale, he does it so only when he has won the confidence of his prospect in the proposition to a certain degree. Winning confidence is the major mile-stone in the selling process. Because the salesmen have the reputation for exaggeration, very often the prospects are skeptical of claims made by them. A salesman can increase the prospect's confidence and trust that the product claims are accurate by incorporating proof statements in the presentation. Several useful proof techniques are—customers' past sales figures, the guarantees, testimonials, company proof results and even research results. These proof statements are to be presented through the use of visual aids. This is essential because people retain approximately ten per cent of what they hear but fifty per cent of what they see. Again, visuals increase, retain, reinforce the message, reduce misunderstandings, create unique and lasting impression and prove that the salesman is really professional.

4. It eliminates competition—The pertinent question very often asked is whether the salesman should discuss competition. Competition is something all salesmen contend within day to day business. One must compete with others when he sells a comparable product or products. Then the question is how to handle competition. Three possible courses are open to a salesman in this regard namely. (*a*) Do not refer to a competitor unless it is absolutely necessary (*b*) Acknowledge your competitor briefly and (*c*) Make detailed comparison of your product with that of a competitor. First try to present the sales proposal without specifically referring to competitor and his products. Secondly, if the prospect brings it up then best thing is to acknowledge and drop it ; come back to your product safely. One should not knock it but to acknowledge it positively. Thirdly, it becomes necessary and appropriate to make detailed comparison of the company product with that of a competitor particularly when products are similar. Whether to discuss competition or not is dependent on individual prospect. Depending on salesman's selling philosophy and knowledge of the prospect, he can take recourse to any of the alternatives. However, he should remember that he is a professional where he is not to talk ill of his competitors.

FORMS OF DEMONSTRATION

There can be two possible forms of demonstration namely, "demonstration in use" and "*demonstration in particular*".

I. Demonstration in use—Perhaps the most effective form of demonstration is that of demonstration in use. It is that form under which the salesman allows the prospect to try the product. for instance,

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a ready garment dealer may allow the customer to wear a shirt, a pant, a sweater and see his reflexion in dressing mirror enabling him to choose and decide. It may be the case with kitchen-wares. This type of demonstration appeals directly to the motive of possession. It creates an instantaneous impulse to buy. Many casual visitors may be turned to customers with least efforts.

II. Demonstration in particular – Each product has its own set of features, advantages and benefits. Thus, melamine crockery or borosil glass-wares are possessing the unique quality of unbreakability. This can be emphasized by dropping, banging or throwing them. In case of watches, he can prove their special attributes of leak-proof, shock-proof, glaze-proof and so on. In case of cloth, its features of colour, fastness, crease resistance, unshrinkability and so on. It is he who does it by high-lighting the F.A.B. aspects of his products.

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CHAPTER 12

SELLING PROCESS – IV

General :

The previous state of presentation and demonstration goes a long way in winning the consumers confidence. However, there remains some degree of sales resistance in the mind of a customer. So far as salesman is concerned, he has created that change in the mind of a prospect to say 'yes'. Therefore, theoretically there should be no objections. However, the approval should come from the horse's mouth. It takes time because, the prospect has certain reservations and objections. Hence, this chapter plans to discuss as to what is consumer resistance ? Why objections are raised ? Difference between objections and excuses – salesman's attitude towards objections – types of objections – the procedure for handling these objections and methods of handling objections effectively and such other related aspects.

WHAT ARE OBJECTIONS ?

Opposition or resistance to the appeal of salesman is branded as sales objection. An "objection" is the expression of disapproval of an action taken by the salesman. It is an adverse reason or an argument. Sales resistance is the set of barrier created may be real or fabricated coming in the way of metting of both salesman's and prospect's mind. Objections are those hurdles that arise at any moment of communication between the interested in the salesman's product is definitely interested in raising objections because, he wants to know what the salesman has in stock to offer him in reply to his socalled objections. In absence of sales resistance, a salesman is merely an order booking clerk. Since the sales resistance is normal and expected, it is inseparable part of selling process. Sales objections should be welcomed with open mind because, they indicate the prospect's interest and help in determining the exact stage the prospects has reached in the buying cycle of Attention – Interest – Desire – Conviction or his readiness to Action for close.

WHY OBJECTIONS ?

There can be good many reasons for having a sales resistance. Among other, the following can be more vivid and vibrant reasons for raising obections on the part of prospect. These are :

1. Partly convinced :

Salesman might not have been able to convince fully a prospect.

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He might have presented his sales-talk, he might have demonstrated, yet he failed to win the full confidence and will of the prospect. The prospect is still in search of additional features, advantages and benefits of the product he is going to buy. It happens normally, when the salesman is trying to put before the prospect an entirely new product. Half-strained stuff is raised to the full.

2. Humiliating the salesman :

The salesman's profession of persuasion is one of trial and challenging. However, proficient he is, perfect he is in his line, at times, he comes across such prospects who are lightly educated, tactful, clever, brisk and jerky that they try the patience of a sober salesman. They raise all sorts of objections not for raising objections but to insult and humiliate the salesman. He is made to face a very awkward and irksome situation. There are many situations where inexperienced salesmen have closed premature the salestalk of theirs.

3. Lack of purchasing power :

There are good many prospects who listen to the salesman till end. In fact, they create an impression that they do not have outward resistance and the salesman moves to the top achievement and almost takes it for granted that sales is about to materialise. At the end, the prospect puts forth his inability to pay in a diplomatic way. Though, he does not have the capacity to pay for, he says that he is actually waiting for the latest model or he would buy in near future. They would not agree even if the product is sold on credit.

4. Product price imbalance :

There are cases where the customer or the prospect has not been able to relate in concrete terms in product and the price. It is human tendency that one wants to get the best product for the money he spends. That is, he wants that his money should buy him the very best. In other words, the features, advantages and benefits should outweigh the price he is paying. This is possible only when he is convinced that he is gaining these for the price he is paying. Therefore, he raises objection of high price or low benefits.

5. Ineffective sales approach :

It is not a surprise if the prospect raises objection out of no understanding or apprehending the salesman's talk. Not all salesmen are successful sales presenters. To be a successful salesman, one should be a smooth talker. What is needed is a clear and persuasive communication. The presentation-mix is made up of persuasive communication, participation, demonstration, proof, dramatisation and visual aids. An effective communicator is one who uses questions, has empathy, keeps message simple, creates mutual trust, listens, has

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positive attitude and enthusiams and is believable. His additional persuasive factors that influence his presentation are – logical reasoning, persuasive suggestions, a sense of sun, personalised relationship, trust, body language, diplomacy, controlled presentation and covincing conversation style.

6. Pressure tactics :

Salesman should remember that he is a seller and a creative seller. That is, he is educating the prospect, he is selling the firm, himself first and then his products. His profession is one of persuasion and not forcing or compelling a prospect to buy simply because, the salesman called on him at house or office. He is not doing any favour by doing so. There is nothing wrong, even if the salesman is aggressive. Never he should extort. However, some go beyond the safe limits and start pressuring the prospects to buy their product which is illogical and immoral. In such cases, the resistive and frank prospects refuse to honour his presentation.

OBJECTIONS VERSUS EXCUSES

Objections are part of the game and are to bewelcomed. This resistance or negative support or opposition may be genuine or fake one. It may be a real objection or a flimsy excuse. Thus, a prospect expreses his financial inability truly and openly, it is an objection. Here, the intentions of prospect are clear. He is willing to buy but he does not have money to buy. Instead he says the quality standard is too low", with the intent of evading and avoiding the purchase, is a case of "excuse". That way, it is realy difficult to distinguish clearly between a genuine objection and a lame excuse. However, they can be distinguished on the following grounds.

1. Nature :

A genuine "objection" is raised by the prospect with the seriousness of the purpose and indicates the honesty and integrity of a prospect. On the other hand, a "lame excuse" is raised in a very loose and casual manner with the intent of avoiding purchase, somehow.

2. Frequency :

The experience has shown that the genuine "objections" are raised frequently one after another to know more to get convinced. On the contrary, shilly "excuses' are rarely raised. The shock of objections can be absorbed and erased slowly but the shock of excuse is too swift and jerky that it cannot be absorbed and erased. It lasts, in case of objections and not in case of excuses.

3. Person raising :

A person to whom the salesman is presenting his sales- talk – may

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be a 'prospect' or a 'suspect'. A prospect can be converted into a customer or a buyer and it is, he who raises "ojections" in the course of getting transformed into a customer from a prospect. On the other hand, a suspect can never be a customer. Even, he may not want to reach the status of a prospect and it is this suspect who raises "excuses" to avoid purchases.

4. Intentions :

A prospect who raises the "objections", his intentions are clear, positive and are co-extensive. He is interested in furthering the talk before concluding it. It speaks of his genuine hunt for more information for rational decision. On the other hand, a supposed prospect who raised "excuses", his intentions are hidden, negative and one of shirking than working. His covert motto is to avoid or spoil the deal at any rate in a cheap way.

5. Solution :

In case of genuine "objections", efforts can be made to solve them and they can be overcome with alternative suggestions or clearing them by additional clarification, demonstration and the like. Thus, if the genuine problem is short-term financial difficulty, that can be overcome by meeting his motive of credit purchase possibility. However, in case of shilly objections, there is no point in overcoming them at all as the prospect prefers to remain suspect. There is no solution for such casual objections or "excuses" because they cannot be exterminated evern if the salesman tries to clear these excuses disguised in the form of objections, it is a furtile exercise of flogging the dead horse.

WHAT SHOULD BE THE ATTITUDE OF SALESMAN ?

The attitude of a salesman towards objections depends on his depth and length of experience. For a beginner, such objections amount to total blocades resulting in refusal to buy ; or such an inexperienced salesman might get himself disheartened as a sensible guy. In fact, objections are integral part of the selling process. Plain race any one can win, however, hurdles- race is the real test of a runner. Such a salesman, in due course, finds these hurdles a must in sales-talk without which there will be no fun, challenge or the thrill. It is the seasoning of his in the line that pushes him to welcome and overcome. On the other hand, an experienced or a seasoned, salesman each objection is a sail-aid than a hurdle. He is at ease to detect and overcome at any rate.

Whether, the salesman is a novice or a seasoned one, should remember that objections are the stepping stones for refined success ; he should convert them into opportunities because, they indicate the prospects' line of thinking. He should have a positive attitude. The

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clouds of objections are to be made of rain than being chased and cleared away.

TYPES OF OBJECTIONS

Prospects object to various aspects of sales presentation in different ways. These objections encountered by salesman in his course of sales presentation can be categorised in to four broad types as given by a very successful professional salesman of America Mr. Charles Futrell. These four categories are – hidden – stalling – no need – and money objections. It pays to know these as to how to handle each category before it occurs. Such an attempt improves the image of the salesman as a problem seeker and a problem solver.

1. Hidden objections :

Any prospect who is concealing his feeling under curtain of silence has a hidden objection. His questions are very minor, trivial and unimportant. He is not willing to discuss or unfold their true objections to a product because, they feel that it is not the business of a salesman, he thinks that objections are sure to offend the salesman or he may simply feel that the sales call is not worth involving his attention. He carries on his coversation with the salesman without revealing the true feelings. A prospect may not know consciously his real objections. He may claim that a product price is too high, or he is reluctant to spend, at times.

Such hidden objections can be handled effectively by smoking them out by asking questions. The objections must be brought to open surface. Uncovering hidden objections is not always easy. The best way is to observe the prospect's tone and voice, his facial expressions and physical movements, pay close attention to his statements. Succinctly, the salesman will have to read between the times. Even after asking so many questions, the truth does not come to light, then direct enquiry pays as the last resort.

2. Stalling objections :

Stalling tactic is quite common with most prospects. A prospect uses a smoke-screen nicely designed to get rid to the salesman in one way or the other. After the sales-talk, the prospect may say "I will buy on your next visit". "I will have get approval from my boss." "I have got to think it over." "I am to consult my wife and children." Thus, in this common stall alibies someone's approval is a must. Such objections are usual with new consumer prodcuts, particularly where the product is a retailer buyer who is reluctant to stock such goods which are unknown to the customers even if produced by an established manufacturer.

In overcoming such stalling objections, the salesman should never

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get demanding, defensive or hostile. His goal should be one of helping the prospect in realistic examination of reasons for and against buying now. Never he should be satisfied with a false objection or a stall objection. What is needed is tactful follow-up of the issue till the unearthes the prospect's true feelings about the product.

3. No-need objections :

No-need objections are widely used by the prospects because, they are the polite ways of getting rid of the salesman. Here, the customer listens to salesman till the end and then expresses as "It sounds good; I really like what you say and I know you have a good product, but I am not interested now ; our present stock is working well and will stay with it." Such objections are the outcome of poor sales-presentation which is one sided. No need objections are trickly as they encompass a hidden and stalling objection too sometimes.

The solution lies in avoiding solo performance of monologue. That is, the salesman is to have two-way communication by having active participation of the prospect. The prospect should be kept alive by asking a number of questions regarding his sales-talk of the product. Otherwise, the prospect will turn indifferent to salesman and his talk and, hence his product whipping the prospect in between with the questions that rescues him to a greater extent.

4. The money objections :

A money objection is an economic excuse. It can be expressed in a number of forms as – "I have no money", "I do not have much money", "It costs too much". "Your prices are too high". It is obvious that a prospect is interested in having a detailed discussion on product price. Price is the real consideration and that has got to be discussed. However, it is really risky to discuss product price without comparing it to its benefits. It is imperative to explain how it benefits out the price. Basically it is price-value formula that appeals. Salesman should prove that price paid is less than its value, and he is at benefit. In the light of this, many salesmen think that lowest price gives them a fair chance of sucess. However, it is not always true. If the salesman wins over product features, advantages and benefits, the price aspect is subordinated.

The price objections can be handled with ease by observing non-verbal signals, asking questions, listening and responding positively to the price questions as and when they arise in the course of sale-stalk. The salesman should not be afraid of price as an objection. He should welcome it. If it is too strong, use price-value formula and bring home benefits and advantages in relation to price.

SOME SPECIFIC OBJECTIONS

Let us consider some specific objections and the way they are to be settled on illustrative basis.

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1. *"Your terms are stringent"*. Very often a prospect may pose an objection telling that the terms and conditions of payment are strict. He knows that other firms in similar line are giving more or less, some offer and offer conditions. However, he is interested in a special concession in terms of payment. To start with, the salesman should deny that the terms and stringent. He should bring to his notice that the terms are as liberal as those of his competitors and that they are standardised ones. As far as possible, no special concession be given. However, if he is a bulk buyer and frequent buyer, special relaxation can be made – say instead of 45 days' credit, it can be 60 days' credit, other things remaining the same.

2. *"It is a poor quality stuff"*. Some have the habit of making this remark. Here, the prospect can be made to realize by quality comparison through tests, opinions, operation, trial and the like. Not only that, the salesmen should assure that the prospect would avail the facility of returning and replacement in cae it is rejected. Guarantees and warrantees must be extended for full protection about manufacturing defects.

3. *"As I have three month's stock, I do not want now"*. This is an objection mostly raised by intermediaries namely, wholesalers and retailers and even the manufacturers. Under these circumstances, baiting of a prospect is the only way out. He may talk about governmental policy decisions and the likely price rise and also the seasonal variations. He should convince that it pays to stock more right now than to repent at leisure. He can inject the fear of more right now than to repent at leisure. He can inject the fear of likely shortage due to supply conditions. Fear is the key that works.

4. *"I do not have space for new product"*. Mostly the retailers raise such objection. The prospect must be having wide range of existing brands and his store is full with these. In such a situation, the salesman should not accept what he says. In fact, he should pinpoint that the current lines are not selling because of certain lapses on the part of the retailer. He may say that the prospect's products are 'self- warmers' because they are not fully advertised and made known to the customers. That is why, there are slow sales and slow sales are the root causes of increased overhead costs. Then he drives the attention to his products ; they are well advertised and placed and, therefore, are in good demand. They are better in quality and it pays to stock them to improve his stock turnover.

5. *"I do not want to change the dealer"*. Some retailers believe too much in permanent affiliation and longing loyalty. It has its merits and demerits. Change is a mark of progress and prosperity. Change is a challenge – a thrill – an opportunity to prove one's ability. The salesman should bring to his notice the success stories of those retailer

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who have prospered over a short span by honest means. He should put forth his improvised and attractive proposition that attracts convinces him to change over.

6. *"I cannot pay now"*. In many cases, it is a genuine difficulty. If the prospect is really interested in product or products and salesman's terms allow, he can propose credit facility or instalment payment arrangement not to lose a valuable customer. Prospects do agree as they are free from future price rise and the payment amount remains the same.

SOME SPECIFIC EXCUSES

It is worthwhile to consider some specific excuses along with the objections for comparative analysis and understanding. These can be :

1. *"I have no money"*. There are some prospects who put forth the lame excuse of this kind. It happens even with a well-to-do prospect. Here, the intention is to somehow avoid the purchase. In such case, the salesman is to appeal to his motive of ego and status. In a very pleasing manner he should say that money is not a problem for him as he knows prospect's financial standing. He should ask him to buy now and pay later stating the credit sale with him is like a deposit in a safe bank. He may also please himindirectly asking him to pay in small instalments. If he is really a man of status and riches, at once agrees to pay and buy as it is below his dignity to buy on credit or on instalment system ; because he wants to show that he is not a middle class member but a rich man.

2. *"I am to consult home ministry"*. There are some prospects who push forward their inability to buy as if the purchase authorisation is to be procured from 'high command'. In many families wife is referred to as "the commissioner" "or the home minister". It is true that wife's approval is essential in case of henpacked husbands or those whose wives earn the bread for the family. However, all husbands take full advantage of this to avoid purchases. In this situation, the salesman must hit directly his sense of self-respect, sex superiority. He should retort in the same coins saying that finance ministry is supreme in all matters and home ministry next. Excite him about the status and superiority of "jacket" government than the "petty-coat" government. Suddenly he turns and accepts the offer.

3. *"I have to look in other shops"*. On several occasions, the prospect likes to show the signs of a suspect. A prospect, after listening to the salesman, suddenly presents his excuse that he wants to look for the product in other shops. He wants to somehow clude from the shop. In this case, the salesman should welcome his suggestion and should pinpoint that for the same standard product, the price

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quotations are same all over the state. He should be made to realize that whenever he goes, the same prices are likely to be charged by any dealer. He should show printed catalogued price for the product. He should chanllenge if there is any price differential for the same standard product elsewhere.

4. *"I always buy from my relatives"*. Some prospects do avoid purchase in the name of supporting their relatives who are in the same business as that of the salesman. Really, it is very intelligent at the same time partially treating excuse. Just as a person kills his mother or father or other relatives to tide over some serious obligation, the prospect takes shelter of his relatives not to buy. A shrewd salesman should tolerate it any try to say that he also belongs to them and can give the concessions that his relatives will not allow. Or a commercially honest salesman fit in one of his relatives and finalises the sales deal.

5. *"I am not interested now"*. This is a no-need type of objection which can as well be called as an excuse as it intends to avoid purchase at present. He may support his stand that he has sufficient stock and the present stuff serves his purpose much better and, therefore, he is not interested in the product of a salesman. If the salesman tries to raise.

6. *"I am waiting for the latest model"*. There is a class of customers that shrewdly swears by latest models. Their excuse is that they want the latest product. However, the real problem may be of purchasing power or the ability to buy now. It is a very diplomatic and tactful way of stopping the salesman to proceed further in his sales efforts. In such case, salesman should welcome the idea of latest model but warn him of likely price-hike, deterioration of quality standards, and loss of short-life-span he enjoys. Thus, a customer is to wait for a car to run on water, he will have to wait for next twenty to twenty-five years. There is no fun in having a car at pretty old age. It is at prime of youth that the life is to be enjoyed. Salesman must provide analogies of successful life and life-style. The prospect may change his mind deal may be clinched.

PROCEDURE FOR HANDLING OBJECTIONS

Overcoming objections is really a delicate stage that makes or mars the chain of selling process that has already reached a near final stage. Irrespective of the types of objections raised by the prospects, certain hints or points are worth considering. These points taken together make an acceptance and workable procedure. This procedure can be :

1. Understand the objection :

The most crucial and difficult task is to understand the prospect's objections. It is important to listen to what he is saying. He should

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literally lend his ears that creates an atmosphere of reducing the tension. The prospect may be asking for more information, asking for meeting his conditions or he might have hopeless or genuine objection. It may be a major or minor objection. It may be practical or overt or psychological or covert one. Whatever may be the prejudice, recognise it without intervention, or losing the temper.

2. Cushion the jolt :

To soften the powerful charging effect or the jolt or the tilt, he should cushion it. He is to act like a shock-absorber or insulting gadget. This cushioning is nothing but providing the third party opinion. He should accept and say that anybody would have the same opinion as that of prospect and he should support him by saying that the prospect is right. This softens the hard water for easy and clean washing.

3. Anticipate objection :

Salesman should plan for objections that are likely to be raised by the prospect in the light of his sales-talk or presentation. He should consider the reasons not only why the prospect should but also for not buying. Design the sales presentation with minimised minus points of product. Never discuss these minus points unless asked for. After each sales call, review the objections of the prospect. Divide them into major and minor objections, overt and covert ones. This catalysis is base for better future.

4. Prevent objections :

Precaution is better than cure. It pays to take certain amount of precaution because, a stitch in time saves nine. There is no point in creating the problem and then solving it. There are certain common mistakes which are likely to be committed by the salesman knowingly and unknowingly. The most common mistake, for example, is to go on talking without any recourse to the prospect. The communication should be two-way process and participative one. Similarly, some salesmen are over-egoistic and positive. Such tendency tempts the prospect to challenge what a salesman is saying and this will be the root-cause for inviting the unwanted troubles.

5. Consider objections as opportunities :

Objections must be welcomed but never snubbled. It is because, they indicate the willingness of the prospect to discuss the salesman's product. It means that the prospect is interested in the salesman's sales-talk or presentation. Objections help the salesman in understanding as to what a prospect is thinking. They provide much desired clues to the needs of prospect. Again, the objections can be overcome only when they are brought to light by involving in discussion.

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6. Have positive attitude :

The reaction of salesman to the objections is one of making or marring. He should strive to respond in a manner that gets the prospect friendly and positive mood. He should use his best bodily weapon or language namely smile. He should never object to objections. No possibility. Share the opinion of the prospect and say that he is right. His objection may be based on incorrect or insufficient information. Deny the untrue objections in a polite manner. In short, he is to be realistic in attitude.

METHODS OF HANDLING OBJECTIONS

With all the care and caution, there will be objections which will slip off the stage of anticipation or prevention and, therefore, are to be met with. Many a times even the seasoned salesman fails to anticipate these objections with highest degree of accuracy. Once they are raised by the prospect, they are to be handled for mutual benefit. Experts have come out with atleast six such methods with promising results.

1. Direct denial method :

Confrontation and contradiction are to be avoided as far as possible. However, there are occasions where contradiction is the only solution. As it implies, a direct denial, it involves contradiction and, therefore, this method is also called as 'head on' or 'contradiction' method. The salesman openly contradicts or denies as to what the prospect is objecting to. This being offensive approach, it is likely to hurt the feelings of sensitive prospect. This matches well to a prospect of broad mind seeking very frank answer. This is, a desperate remedy for desperate disease. Hence, it need not be applied in all cases. Thus, the objection of a prospect may be the time accuracy to a split of second in case of a wrist watch or a wall-clock. The objection is openly denied saying that the said watch or clock is not ordinary but 'quartz' known for highest degree of accuracy. The other example can be : "This sweater is made up of acrayle and not of pure wool". Your answer can be "Sir it is 100% pure wool. I stand by it and prove it to your satisfaction". Direct denial based on facts, logic and politeness can be effective in over-coming the objection.

2. Indirect denial method :

Perhaps, this is the most commonly used method as it involves least pinch of offence. As it is milder in reaction, it is known as "yes-but" method. There is no direct contradiction or denial. It is the art of saying the bitter truth in a pleasant way. Thus, India is certainly underdeveloped country. However, no one likes to call us as "under-developed" ; instead we welcome the word "developing"

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which makes a world of difference. That is, the salesman agrees with prospect yet differs in an defensive way. Thus, a prospect may say "Amzel" tansitor set is preferable because it is cheaper." The answer for this can be "Sir look at the Philips set known for world class performance and after-sale services for this price." The attack is mild yet effective. Another example can be : "This semi-automatic washing machine is better for me." The answer can be. "Sir for a person of your social standing, fully automatic suits most and you won't buy it very often." It works without hurting the feelings of a prospect.

3. Reverse position method :

This is called as "question" or "why" method. In normal course, as soon as the objection is raised. It is explained by the salesman to clear his doubts of a prospect. However, under this method the salesman welcomes the objection and asks the prospect to explain as to why be things so ? It is like begging the question or putting the cart before the horse. As the reasons are sought to prove the case, this method is popularly known as 'why' method. Thus, a prospect might raise an objection to a brand of washing detergent powder. His complaint may be "I doubt whether it cleanses the clothes well." Here, the salesman asks the prospect to show cause as to why he has come to that conclusion. In most cases, prospects fail to do so thus making salesman's product stand.

4. Boomrang method :

Boomrang method is also known as "translation" method. It is called as boomrang method because, it has the capacity of translating the objection into a purchase. That is, the person raising the objection will have to take it back. Thus, retailer might raise an objection saying "your company spends a lot on advertising and sales-promotion resulting in higher prices." The answer for this can be : Sir it is because of this higher publicity expenditure that you get ready customers"..... "though profit margin is low ..... the total profit is the highest because of increased turnover." Thus, boomrang method gives an opportunity to the seller to capitalise on the very objection raised.

5. Superior point method :

This method is also known as "compensation" or "counter balance" method. Under this method, the salesman admits the objection and its validity and overshadows it by superior point of greater advantage. The likely advantage is the compensation for the objection. It should be remembered that the objection is not disposed. It only seeks to detract the attention from it to a corresponding benefit or advantage. If a prospect has heard a sound track on a two-in-one and remarks "the sound is not stereophonic" ; the answer must be yes sir, it is

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not stereophonic because, it is dual cone speaker and not stereo and, therefore, low priced." "If it were stereo-phonic, the price would have been almost double." Here, quality and price are related. Low price compensates for lower quality and vice a versa. One need not think it as indirect denial because, the salesman has admitted the validity here.

6. Pass-up method :

In case of trivial and minor objections or the lame excuses, the salesman decides to pass-up without replying them because they are not worth replying. At the most, be smiles and uses certain tricks to avoid the answers to these objections. He tries to dodge the issue. Such pretence to pass-up is understandable in case of excuses. It should never be used in case of objections with valid grounds.

In a nut-shell, it can be said that objections raised must be welcomed whether overt or covert. They are to be handled with utmost care by using appropriate method so described. For the sake of better results, one can combine these methods. Thus, question and boomrang methods and compensation and question methods may be mingled for the special effects. Much depends on the nature of complaint and the salesman's acumen and the experience.

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CHAPTER 13

SELLING PROCESS – V

General :

"Close" is the final stage in the selling process or sales- talk. It is worth emphasizing that all the carlier stages namely, prospecting, pre-approach, approach, presentation and demonstration and over coming objections – all lead to the close of sale. A salesman is not worth calling a salesman if fails to close for mutual benefit. This chapter plans to discuss various aspects of close namely meaning, objectives of close, reasons for failure to close, essentials of successful close and methods of close. It also covers after sale follow up.

CLOSE

What is it ?

"*Closing*" is the process of helping the prospect to make a decision that benefits him first than the salesman. Close is the last stage of sales-talk or selling process. It is the end result of salesman's presentation. The success in close is possible based on degree of success the salesmen has achieved at earlier stages. The close is result bringing stage because, the earlier stages are the efforts put in culminate into either purchase decision or rejection. 'Close' here means concluding the sales. It is the act of actually getting the prospect's assent to the sales-proposal and the prospect agrees to buy or he gives the order. Thus, close is the crucible that puts the salesman to acid test to prove his mettle. His ability speaks of converting the desire into demand, getting approval for his sales proposal. It is reaching a favourable reply from the prospect for your selling plan. It is getting the "final yes" to your proposition.

SIGNIFICANCE OF CLOSE

The importance of a close in the selling process cannot be over-exaggerated. It has its own place. Its significance lies in the purposes it serves and the benefits it brings because, close is the much awaited result point that either gives victory or defeat. Let us summarize its significance by boiling down to the following points :

2. Test of ability :

Close is expected to be positive and its secret lies in getting assent to the salesmen's proposal. His sales presentation efforts kiss the dust if it does not culminate in to sales order. All salesmen try to

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reach this stage but a few succeed in closing very aptly. Thus, close is the crucible that puts him to acid test where his abilities are tested and measured. A salesman who closes is a salesman, is to continue and one who does not, will have to close his selling line itself.

2. Added income :

A successful close holds the promise of bringing income to the salesmen as sales bring income to his firm. A salesman who earns his livelihood on the basis of commission that makes his fortune. Therefore, a salesman who proves his hands and head at close opens a brilliant account for his firm and himself. Thus, close is an outlet or a vent for him to bank upon. That is why, it is very often repeated that a good sales closes for his own success.

3. A cause of motivation :

A successful or positive close is an achievement and acts as a powerful close of motivation. It gives him additional philip to do well or refine his performance to new heights. It is because, the very best can be improved upon. On the contrary, the negative close makes him temporarily dejected, gloomy and frustrated for his efforts put in have turned out to be abortive. Even such a failure is a situation that makes him to improve upon because, failure is the step forwards to success. One learns from his mistakes. However, one who learns from the mistakes of others is a wise man and one who learns from his mistakes is an intelligent person.

4. Makes him alert :

The salesman knows that successful close is the result of successful prospecting, preapproach, approach and presentation including demonstration. Again, each successive stage owes its colourful victory to the previous stage and its effective contribution. This makes him to be extra cautious, careful and alert right from early start. That is, a salesman who wants to have effective and result-yielding close, opens each stage with full vigor and vitality. It puts him on his toes for the very beginning because there is no any shortcut to success.

WHY SOME SALESMEN FAIL TO CLOSE ?

There are certain basic reasons as to why some salesmen fail successfully in closing the sales effectively. Among other things, following reasons can be explained for such an abortive end.

1. Fear of failure :

As sales efforts are planned on the lines of success orientation, the salesman is psychologically expecting that he is right and he will get desired end. When the things come to brass-tacks and the prospect says "no not interested" or "sorry I do not want", the mental edifice

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that the salesman has built so far crumbles down like a castle in the air. Such negative answers need not hurt the feelings of a salesman. Under these conditions of "prohibited area" there is no other alternative than to close without any hatching.

2. Guilty of sales-time :

Some salesmen fail to close successfully because of guilty feelings. Such persons are ashamed of their profession. They feel guilty about the work they are doing. They have a very strong, strange and wrong feeling that they are intruders begging for a living instead of helping the people to solve their serious buying problems. In fact, it is entirely a wrong attitude. It only means that such salesmen have failed to understand their noble and challenging persuasive profession. The badly need a change in their attitude and even philosophy.

3. Spontaneous reply :

There are some salesmen who belong to the school of thought that there is no need to push the prospect to buy. Deliberate persuasion, impelling is wrong. It is a sin. Though most of the prospects say 'yes' at the end of the presentation, they need a push. There is a natural inertia that blocks the way and to remove such deep-rooted inertia, the salesman is to give the push, sometimes a big push. Salesman should realise their real role of creativity ; educating the prospects and serving them so that the rupee spent by them buys the best in terms of satisfaction. If all salesmen leave the things to natural course, they are responsible for underdevelopment, mounting unemployment and poverty and so on.

4. Misfits :

There is another category of salesmen which can be rightly called as "misfits" or "inepts". These are "oddmen" to be out. These are the persons who move upto the stage of objection meeting but never cross that to their inability. They are not confident of their ability to close. Such persons are confused and lost control over the sale-simply fighting for their lives. It is better such guys bid goodbye to the selling line or improve upon to come to the category of fits ; they refine themselves to uphold the high expectations of selling profession.

5. Interruptions :

Success in the final analysis, is the outcome of three factors namely, good target, hard-work towards reaching it and luck or smooth sailing. A salesman might have brought his sales- presentation to a successful close and even the prospect might have given buying signals and both are on the point of signing the order. At this very juncture a sudden interruptions may occur say, a friend or a relative enters or the prospect

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receives a phone call and something against the salesman may transfire. The prospect might change his mind and withdraw. Thus, there is a possibility of having a slip between the cup and the lips. The thing which has come to the salesman's hand might not reach his mouth.

6. Let prospect decide :

In many cases, the salesman himself determines on his own that his prospect does not need that much quantity or that quality or merchandise ; they go to the extent of encouraging them not to buy beyond certain limits. In the wake of such calculations, they do not ask the prospect to buy. Every salesman should remember that it is the prospects prerogative to make decision and the responsibility as to buy or not to buy ; how much to buy ? What to buy ? When to buy? and the like. Never a shrewd salesman decides for the prospect. There are many customers who feel this and a kind of infiltration in his freedom of choice and decision-making. If he is hurt by this delicate issue he would not hesitate to cancel the order.

7. Lack-luster :

Poor presentation must be one of the causes of a salesman's failure. It means that the salesman has not worked hard to develop a customer profile and a customer benefit plan. Poorly prepared and presented sales-talk makes him to accept his defeat under his very nose and eyes. There is dire need for proper planning, rehearsing and presenting. The position of a salesmen is like an actor, a professor or a player or an orator who has preplanning, rehearsing and final presenting. The role of planning and presenting is all the more important because it is a psychological play or attempt.

A TRIAL CLOSE

A trial close is not a final close. It is a question or questions asked by the salesman to the prospect to get buying signals. A "trial close" is an attempt to close at any point of sales-talk to see whether the prospect is on the way to say 'yes' to his proposal. If he gets buying signals, he need not continue his remaining sales-talk, if does not, be can proceed with remaining part of the sales-talk till he reaches his goal. A good trial close has its own merits to the benefit of a salesman. It saves valuable time – both for the salesman and the prospect. It gives correct idea whether he should push ahead or stop. Its failure makes him to take it a challenge and put extra weight in translating the deal. It gives a warning for being alert.

REQUISITIES OF A SUCCESSFUL CLOSE

Every salesman is naturally interested in not only early close but successful close. Certain essentials or imperatives are to be developed for a successful close because close is the crucial stage or demarcation

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between desire and demand, prospect and customer, indecision and decision. These essentials are six which are not fix.

1. Maintain positive attitude :

Optimistic or positive attitude towards a close is a must. A salesman has a positive or optimistic attitude when he has abounding self-confidence, perfect knowledge and the sharp ability to size up the prospect. Looking to the facial and bodily gestures, the salesman is to close the sale. He should never get excited for the early response or gain. At the same time, he should not expect early response or victory.

2. Capture prospect's attention :

Prospect is likely to divert his attention on something else ; he may be physically at the full command of the salesman, travelling mentally elsewhere. Salesman should attract and hold the attention of his prospect like a snake charmer to bring unity of thought, purpose and action.

3. Allow the prospect to question :

The salesman is not to unload the planned sales-talk like a monsoon downpour. It should not be one sided. As he is instrumental in converting the desire into demand ; let the prospect to have his say. Let him clear his doubts. This chance granted gratifies the prospect. Two-way communication process is a must and is light throwing and fruit-bearing.

4. Let the prospect decide :

Salesman is not to compel the prospect to buy nor he is to decide on his behalf as the dimensions of purchase. His duty is to present, demonstrate and clear objections, if any, and erealise the selling points allowing the prospect to decide. He is to recommend his goods and wait for his buying action. It is because, it is the prospect who pays for the product and never he should be kept away from his decision benefit. He should have it ; never he should feel that he is duped by a salesman.

5. Reserve surprise selling points :

All the selling points need not be described or unlashed at a stretch. Some precious and unique points are to be reserved for applying at opportune time. Such surprise or premium points are sure to impel the prospect to decide. On the spot, of course, what is opportune time, is rather difficult to say ; it is situation that decides the most opportune time.

6. Read buying signals :

A buying signals refers to anything that the prospect says or does

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to indicate that he is ready to buy. Buying signals hint that the prospect is in conviction stage of buying process. These signals may be : the prospect asks the questions regarding the product, asks another persons's opinion, he relaxes and becomes friendly, pulls out a purchase order form, carefully examines the product. A prospect send buying signals both verbally and non-verbally at any time during the sales presentation.

7. Hit at right time :

Salesman is to effect the sale at the right moment of time. This needs a detailed analysis as to when the minds of prospect and salesman integrate to a perfect accord. He is to feel that movement through his 'sixth' sense. It is the accurate interpretation of buying signals that prompts the salesman to attempt close. Psychologists say that there is close alliance between the hands and the mental frame. When the prospect is tension-free and his mind is quite receptive, his hands are in relaxing position and palms duly opened. Some read the facial expressions, as face is the index of mind.

THE METHODS OF CLOSE

A well planned presentation followed by its implementation is expected to result in a natural positive close. However, this need not happen all the time. That is why, the salesman is to play the role of a construction consultant to the tilting prospect to decide. Certain techniques or methods have been developed which enrich the armoury of a salesman in getting a desired success in the battle field. It is worth emphasizing here that no technique or method of close can be used with a success under all circumstances. The variables like nature of product, nature of customer and the circumstances under which the sale is going to materialize. Again, the success of a particular method depends on the skill and acumen of a salesmen. As circumstances differ, approach differs and hence, the salesman is to keep handy the alternative techniques or methods of successful close. These are not less than a dozen in number.

1. Assumptive close :

Here the salesman assumes that the prospect will buy. There are many salesmen who have earned the trust of their customers to such an extent that the salesman orders for the customer or the prospect. It works out in case of regular customers where there exists long standing relation. Here, the salesman takes for granted that whatever he has proposed is accepted by the prospect. He puts test questions to confirm his reaction. The salesman's words may be "this is what I am going to send you". "This is what I believe you need this week". "Should I send the pack at house or office.' If the prospect keeps quite, it means that he is agreeing to his words.

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2. Alternative choice close :

This technique is of great help in a situation where the prospect is flooded with too many varieties of a product and he is confused over selection. This usually happens while selecting dress-materials, sarees, ready-garments, watches. Under these circumstances, the prospect is to be given a narrowed choice or alternative choice. This method works on the postulation namely (*i*) that the prospect has the strong desire to buy one of the alternative choice, (*ii*) that the prospect will buy (*iii*) that the prospect has the freedom to prefer. By studying the keen interest and the inclination, the varieties can be reduced thus, enabling him to select within the restricted choice alternatives.

3. Complimentary close :

It is human tendency to receive compliments. Prospects want you to recognise their special points. Some handsome or beautiful people appearing in shops are proud of their appearance. A person who has taken life insurance policy is proud of his caring for his family. Therefore, the salesman should compliment for their plus points – major or minor provided it is honest. Complimentary close is effective when the prospect is a self-styled expert and who has ego or who is in bad mood. He can get the attention of such people and response by complimenting them. Even a prospect with low ego, low self- esteem or one who is finding it difficult to come to the conclusion will respond favourably to a compliment.

4. Summary of benefits close :

It is most important to remember that the main features, advantages and benefits of interest to the prospect are to be used in sales-presentation. The salesman is to summarise these benefits of the product in a positive way so that the prospect agrees easily to what a salesman is trying to say. This method is favoured by industrial product manufacturers such as xerox- machine, type-writers, fabricated parts, installations and equipments. This method warrants, first determining key product benefits of prospect's interest ; second, summarizing and third, making a proposal. This summary benefits technique is useful in selling a simple, straight forward close.

5. Continuous yes close :

"*Continuous yes close*" is like summary close. However, the salesman develops a series of benefit questions that the prospect is expected to answer instead he summarising the product benefits to the prospect. The salesman asks such questions relating product benefits, that answer is invariably positive 'yes'. If a prospect has said 'yes' to better quality fast delivery – reasonable price and

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favourable credit facilities, he is more likely to say, 'yes' when the salesman asks him to buy because, the prospect is in a positive frame of mind and he has a positive stance towards the product. However, some prospects are cute and relish the idea of saying 'yes' but in the end 'no'. It happend when the prospect looks at 'yes' close as a trick or as an insult to their stand than as an aid in making a purchase decision.

6. Minor points close :

Some prospects find if difficult to make big decisions at a stretch. However, it is easier for a prospect to concede several minor points about the product. By getting the prospect to make decisions on a products minor points, the salesman can make the prospect to come to the final major decision. This technique is similar to that of an alternative choice close. It reduces the haze in big decisions. If a person is finding it difficult to make up his mind to buy a two wheeler as price is very high, the salesman is to take him to its minor points such as delivery dates, optimal features, colour, model, size, weight, payment terms and the like. It is a second close attempt—so that once the minor points are cleared, the final decision might be taken.

7. Pros and cons close :

This method is popularly known as "T account" or "Balance- sheet" close. Some go to the extent of calling it as 'Benzamin Franklin' close. Decision making is arriving at a cut-off point. It is a cost benefit analysis or the detailed study of relative merits and demerits, credits and debits, pros and the cons or the assets and the liabilities. If the pros, credits, merits, assets outweigh the cons, debits, demerits and the liabilities, that is a good course of action. Under this technique, the salesman reviews the listed features, advantages, benefits on one side and negative points on the other—in the sales presentation. He wants to show how the plus points outweigh the minus points and there is no risk in buying or making a decision to buy now. If a prospect wants to make such analysis, it is the best, as he is self convinced.

8. Standing-Room only close :

It is popularly known as 'SRO' technique. It works on appeal to fear and opportunity. In case of hesitant prospect, the salesman emphasizes the sense of opportunity and fear. He is given a warning that if, current opportunity is lost, it is lost for ever. It is the appeal to the motive of gain and fear where the customer prefers to take precaation than cure. If a salesman wants to help his prospect or a customer, he may sound the warnings of new budget proposals, strikes, transport bottle- necks, inventory shortages. inflation, weather changes which are likely to affect the prospect's interests. It is natural that a prospect acts now to safe-guard his interests and thereby gain

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and get out of the possible danger. For a right product, person and situation, this is an excellent close. Both retail and industrial salesman use this technique to get their prospects excited and finally ready to buy.

9. Carrot and stick close :

Whenever a prospect is offered special inducements, he hastens his pace to buy. It works on carrot and stick policy, a basic principle of human motivation. These inducements can be price concessions, installment payment, door-delivery, free- installation, free repairs, replacement during guarantee or warranty period, gift-novelties and so on. What is important to note is that such concessions should be extended over very short- span. Bargain offers are common features. Thus, a salesman of a reputed company making household appliances may come out with a proposal in case of a washing machine as : "A washing machine purchased upto 15th December..... will entitle the buyer a grinder-mixer or a ceiling fan and an electric-toaster." Such inducements work. This technique is to be used with tact and caution.

10. Probability close :

There are some prospects who want to do away with present strangle saying "I want to think it over" or "I will consult my better-half and children" or "I will seek permission from my boss" and the like. As a salesman, you need not get discouraged. You appreciate his point of note and ask for the probability of doing the business with him. The prospect is sure to react of doing business in definite probability range. Their chances fall normally in three ranges of probability namely 50 to 80 percent, 85 per cent and above but less than 100 per cent and less than 50 per cent. The first two give better chances. The last one is lost case. Probability close permits the prospect to focus on their real objections and once that the real objection is known, the salesmen can convert that objection into order, with his persuasive tactics. Thus, it allows the true, hidden objections to move up to surface.

11. Barrier erection close :

The 'continuous yes' method works quite effectively in case of prospects who are overt, talkative and friendly. However, the salesman faces good many times the customers who are introverts, silent, uncommitted and unresponsive, yet mentally alert and thoughtful. In case of such prospects, this method clicks. Here, the salesman asks restrictive questions and praises the sagacity, sound judgement, sharp memory, vision and fore-sight. He uses little flattery for his ability to ask really very intelligent questions. He creates psychological barriers in the mind of a customer so much so that prospect says 'yes' to his proposal. His remark may be "Sir a personality of your calibre,

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I need not stress much." He also admits that he has taken more time to convince the prospect by putting, "My dear Sir I dispose of such cases within 15 minutes, but I have taken 45 minutes to convince you because, you are very critical minded" Such inhibitions work in favour of a salesman.

12. Try-out close :

In case of those products which are not well-known to the customers, the salesman tries to clinch the order by asking the prospect to accept the product on a trial basis. If he finds them matching, beneficial, he may order on larger scale in due course of time. Here, the prospect finds it sensible to give a trial as there is little risk. It is an opportunity for the salesman to penetrate on a small-scale that opens door for future big orders. Many times, such a close can be a last resort. What is more important is to get the order because, something is better than nothing.

THE CONCLUDING ROUTINE

The final result of sales-talk will be either positive or negative taking the present situation. The concluding routine to be followed is really important that speaks of real culture of a professional salesman. To the last minute of his stay with the customer or the prospect, the latter should carry a good and lasting impression about the salesman. Let us see as to what type of routine is to be employed both in case of a positive and negative results of the close.

In case of positive result :

A salesman who has been able to clinch the order is really free from his sales tension. As the deal is mutually lucrative, the salesman is to thank the customer for his patronage and forget about sales by switching over to other general topic of interest to the customer. However, he should not exhibit too much of his victory in getting the order.

In case the result is negative :

All sales-talks will not result in positive gain to the side of salesman. He should not suddenly collapse mentally. The same smile, gleam on face should continue. Never he should get angry and feel frustrated. He should take this failure as a way towards next victory.

Finally, whether he gets an order or not, the salesman should depart in a decent way. Neither he should hang on to the customer nor move quickly. He is expected to perform the last rite of shaking hand in a pleasant way and say good bye, expressing positively that the salesman is always at the best service of the customer.

After sale service :

The discussion on selling process will be incomplete if one does

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not take into account the after-sale service or follow-up rendered by a salesman.

Providing service, particularly after-sale service to customers, is important in all types of selling. Such an attempt builds goodwill between the salesmen and the customer – may be an individual, or an organisation. As soon as an order is clinched, no salesman is expected to give an impression that his work is over. If he does, it is a great folly. Account penetration helps the salesman to better their service to the account and unfold its needs and problems. A service relationship with an account leads to increased total and selected brand of sales, better distribution on the wide range of products and much desired customer cooperation in promoting the company products.

To serve the customer best, the salesman is to concentrate on improving his account penetration. That is, he is to contact each customer frequently and regularly making sure that he handles the complains promptly ; assures his cooperation. He should thank all customers sincerely for their patronage no matter how large or small they are so as to show that he appreciates them and their firms. If the customers reduce the business and move to competitors, the salesman should continue to call on them in a normal professional manner, without any prejudice, find out why they have turned their fall ? develop new customer benefit plan to recapture the lost business.

The salesman should strive hard to help his customers in increasing their satisfaction through sales of his products. To increase his sale the salesman should develop a sales programme, his clientele, inventory levels, display, communication between sellers and users – so that the customer feels elevated. He should maintain positive, friendly business relationship with each customer – may be a final user or an intermediary. In a sentence, a professional salesman is service oriented because, follow-up and after-sale service greatly help him in maximising the company sales and the personal goods too.

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CHAPTER 14

SALES ORGANISATION

General :

The modern world of business is characterised by keen competition which is accepted as a rule than an exception. It is more in marketing than in production that one feels the grip of it. Selling is the fulcrum of marketing machinery. The success depends on wise mix of salesmanship, advertising and sales- promotion. Success in selling warrants a planned, coordinated, directed and motivated approach. Such a stupendous task is possible and feasible when there is a viable and sound sales organisation. It is organisation – the structure of relation that provides the basic framework and the work-culture. This chapter, therefore, plans to go into the details as to what is a sales organisation ? What is its importance ? What can be the different types of such organisations ? What are its departments ? Who is a sales manager ? What is position in the organisation ? What are his functions, duties and responsibilities ? What qualities make an effective sale manager ? and allied aspects.

WHAT IS A SALES ORGANISATION ?

Organisation forms one of the fundamentals of sound management. Organising any function is to group the activities and establish the authority relationship among different positions in the organisation. Sales organisation, therefore, establishes co-ordination among various sales functions necessary for the achievement of sales and corporate goals. Such organisation is the part and parcel of the overall organisation structure. It is the sub-system of the super system. It cannot be regarded as separate unit itself. It is the structural segment of a business organisation which is well planned and coordinated so that the efforts of the persons can be coordinated for attaining best results, economic, social for individuals and groups. Sales organisation is the framework of relations wherein the functions related with profitable sales are carefully and consciously planned and coordinated as to place the products in the hands of final users. It is one that covers within its folds, human beings working together for the effectual marketing of products manufactured by the undertaking or the products purchased for resale. It is one that provides an effective, efficient, economical and adaptive administrative setup to ensure the timely movement of products from the warehouse of producers and dealers

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to the doors of the consumers on such terms that are agreeable to the parties of exchange. In effect, sales organisation means the sales department like other departments such as production, finance and personnel. However, the term 'sales organisation' has a wider connotation. It concerns not only with just selling the goods and services. Within its framework and perview, it performs all the functions of management such as planning, organising, directing, coordinating, motivating and controlling the sales efforts. "A sales organisation, like any other organisation, is a group of individuals striving jointly to reach certain goals and bearing informal as well as formal relations to one another" as defined by Cundiff and Still. According to American Marketing Association, "Sales organisation is the planning, direction and control or personnel selling including recruitment, selection, training, equipping, assigning, routing, supervising, paying and motivating, as these tasks apply to the personal sales force." It is the task covering planning, direction and control of sales personnel including recruitment, selection, equipping, assigning, routing, paying and motivating. A sales organisation is one that provides structural relations for the direction and control of salesforce, sales-planning budgeting and policy-making, coordination of marketing research, advertising, sales-promotion and merchandising and the integration in the marketing programme of all business activities that contribute to increased sales and profits to the firm and satisfaction to the big-boss – the customer.

SIGNIFICANCE OF SALES ORGANISATION

Sales organisation is the hub of sales activities of the firm. It is universally established fact today that sales are the life-blood of business. It is so because, sales are the avenues of revenue, symbol of efficiency and are self-generating with a push to start with. This life-blood has value only when it is kept warm and this standard warmth is kept up by the organisation – a unique mechanism. The importance of sales organisation can be seen in the following points. That is, a sales organisation is a must because of the following reasons :

1. To plan purchases :

The firm's sales are depending on the sales prospects of it. That is, firm will sell those products and services which are wanted by the people. Consumer is the "*big-boss*" who decides the dimensions of what he wants, where he wants, when he wants, at what cost he wants, of what quality he wants and so on. This big-boss in the king-pin and the firm will have to product planning and development accordingly. To plan the purchases or fabrication in terms of different assortments, a viable organisation is a must because, the firm's sales are the purchases in effect. It is already noted that the salesman is the buying agent of a customer.

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2. To create a pattern of demand for products :

The products of the firm are not sold themselves. Somebody must be there to push them from the shelves to the bags of consumers ; such push is not physical one ; it is psychological. Salesman does it directly and advertising indirectly. Afterall, advertising is not a divine power but a brain-child of human beings. The personnel convincing people directly or indirectly are the integral part of sales organisation.

3. To handle the orders received :

Selling routine calls for highly specialised tasks of receiving enquiries, entertaining them with latest and least quotations, appearing for orders, receiving orders, packing the products as per the instructions of the customers, preparing invoice, despatching them to the expectations of the buyers—may be individuals or the organisations. All these are crucial and constructive tasks. In all these cases, correspondence is the crux. This force of modern marketing requires certain requisites to be fulfilled such as clarity, courtesy, conciseness and consistency. It is because, outgoing letters are the silent ambassadors of the selling house.

4. To collect the dues :

Credit sales form the bulk share in these days of fast moving world of competition. If one speaks only of hard cash business, the sales organisation has to pull the shutters down because, credit is he breath of economic transactions. Credit sales warrants very careful handling because, selling house is to collect the dues but keep the customers as they are finally referred as "the milking cows". Collection of dues is like performing a tight-rope dance where utmost care is to be taken to maintain the balance which is the secret of success.

5. To reconcile the complaints :

Complaints are common in these days where customers are more and more aware of their rights and conscious of what they pay for the products. Their complaints are to be heard, analysed and are to be settled. It is of special importance because, the firm is to have good public relations. The attitude towards customers should be "customers are always right". Adjustment of complaints and their reconciliation go a long way to create far reaching impact on firm's standing.

6. To handle the tasks of personnel management :

Management of sales-force demands good many activities. Sales-force is to be selected, trained, placed, transferred, promoted, motivated, maintained and controlled. Each aspect of manpower

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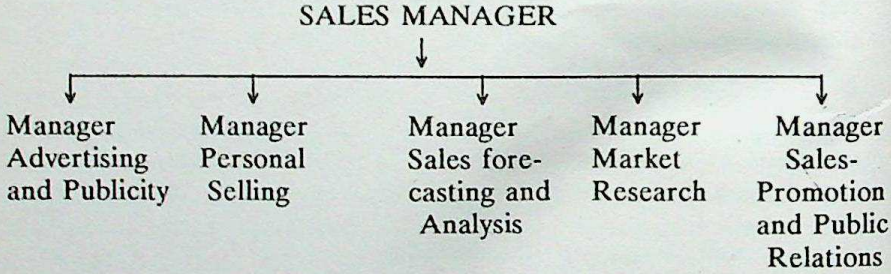
development and maintenance is bold, probing and challenging one. These require investment in terms of talent, time and treasure.

TYPES OF SALES ORGANISATION

Organisation is an entity designed to identify and group the work to be performed, defining and delegating the authorities and responsibilities and establishing relationships to enable the people within the organisation to work with efficiency and effectiveness towards the attainment of the general and specific goals. The underlying idea is not of establishing the official relations but one of working relations. Therefore, there are restrictions as to how a sales organisation should be structured and managed. Though there can be alternative styles, four are very prominent. These are functional, product, consumer and area type.

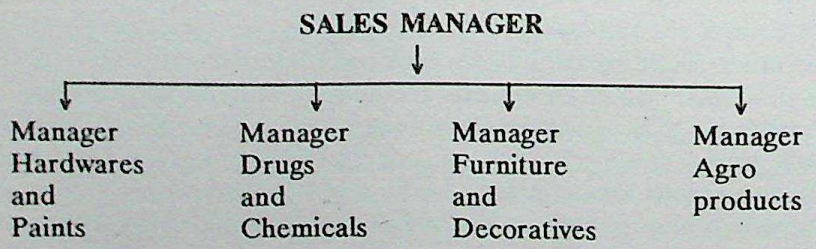
1. Functional Type :

In case of functional type of organisation is classified and divided and sub divided on the basis of functions to be performed. It takes the following shape :



2. Product Type :

In case of product type, the departmentation is based on the types of products where for each product functional divisions can be possible. Its looks like :



3. Consumer Specialisation Type :

In case of consumer specialisation, the basis of departmentation will be the types of consumers to be served. Many a times market features are more important. Then, the organisation takes the following shape.

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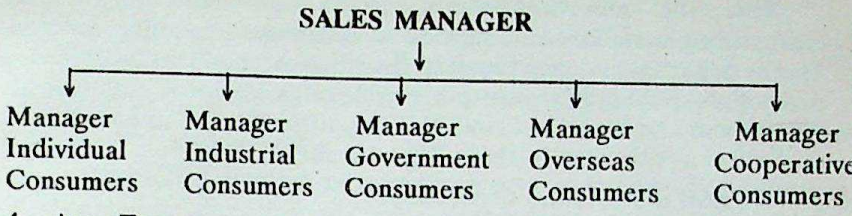
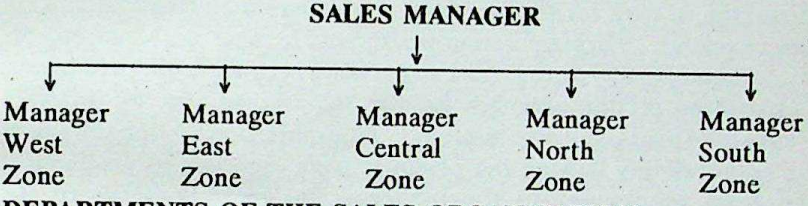


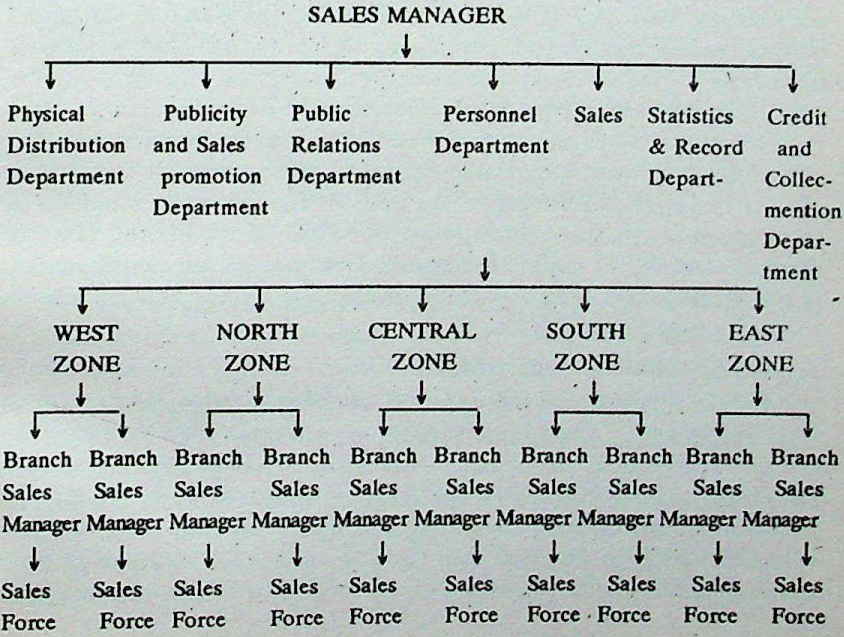
4. Area Type :

Geographic or areawise departmentation is resorted to meet the changing consumption attributes of areas. Such an organisation looks like.



DEPARTMENTS OF THE SALES ORGANISATION

Sales organisation is the organ of overall organisation. It is the entity divided into a number or segments or departments that are held together by fabric of working relations. Any sales organisation, headed by the general sales manager ramifies into departments, sub-departments, sections and subsections finally touching an individual at the last point. The following chart makes it amply clear.



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Thus, the sales organisation has at least seven departments representing a standard framework of relations for a going concern. These departments are physical distribution, publicity and sales-promotion, public relations, personnel, sales statistics and records department and credit and collection department. Let us have a brief acqaintance with each of these departments.

1. Physical distribution department :

'Physical distribution' encompasses the functions of storage, packing, despatching and transportation. The person incharge is assisted by the sub-ordinates responsible for handling these specialised activities. Storage section cares for designing better ways and means of storage to care for the goods from the time they check in and till they checkout. Packing section works hard to meet the requirements of consumers by caring for acceptable, economical packagings. Despatching section arranges for the requisitions sent by different branches of the selling organisation. Transportation section shoulders the responsibility moving the products from factories to warehouses and from warehouses to the branches and from branches to the consumers in some cases.

2. Publicity and sales-promotion department :

Advertising department plays a constructive role as a bridge between production and distribution activities of the organisation. Advertising is to make know the people about the existence of goods and educate them about special features, advantages and benefits. Advertising manager is to plan advertising programme, curtailing budget, select media and implement the programs and strategies. Generally, this advertising task namely planning and placing is handed over to specialised service houses namely advertising agencies. Very few companies have their own such fulfledged advertising departments. Ad manager is also responsible for sales- promotion. It is a system of efforts designed to improve the sales by focussing the attention of the consumers at the actual points of sales. It entails the tasks of display, supply of sales literature, conducting sales-conferences, granting attractive terms of trade, motivating dealer and consumers through contests and so on.

3. Public relations department :

Public relations or the opinions about the selling house are of vital importance. Sound public relations rest upon sound policies and socially responsible behaviour. Maintenance of good contacts with the publics such as customers, dealers, government officials, employees, other organisations both competing and non- competing ones. Public relations officer is charged with the responsibilities of knowing what opinion public forms about the firm. He is to create the image of

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the firm to build the sound edifice of reputation. Good public-relations are to be created and maintained even at a high cost as survival, flourishment of business is conditioned by public relations. The selling house is to keep every one satisfied in whose contact it comes.

4. Personnel department :

Personnel management process which devotes itself to the solution of all the problems that are grounded primarily on the human element in the organisation. Manpower development is the main responisibility of this department. Personnel manager is expected to recruit the candidates for the posts of salesmen, select them, train them, place them, equip them, direct them, coordinate their energies and efforts, motivate them to their best of their abilities and control them with the frame-work of set targets and constraints to make functions more flexible and working, there may be sub-departments and sections. The actual success depends on salesforce, its strength and quality. Selling the products is like exhibition or a circus show where artists have much importance because of their creativity. Just as there cannot be circus without artists, sales can not be maximised without meritorious, efficient and skillfull salesforce.

5. Sales department :

Sales department is considered to be the heart of sales organisation. It is the controlling nerve-centre. It is headed by sales manager who is assisted by sales-suprevisors, salesmen and sales-clerks to discharge those duties that are indispensable to execute the work of selling. The sales manager plans travelling programme of salesmen, appoints agents, gives instructions to the salesmen. Thus, he does all the functions of selling routine consisting of attending the letters enquiry, receiving orders, preparing bills and invoices, despatching goods, receiving payments. Sales manager is the ring- master – planning, directing, coordinating, motivating and controlling the efforts of his men and women in the department.

6. Statistics and records department :

A modern sales organisation gets information regarding the quality of goods liked by the consumers, quantity demanded and the time when such goods are demanded by the consumers through market-research. Statistical department plays a constructive role as it collects, analyses the data so collected. Sales statistics are vital in the decision-making proccess that give alround study and factual information about products, people and policies The record section does the work of preserving the documents and papers for future reference through scientific filing. The information stored is used as a base for future forecasting and legal evidence as a proof.

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7. Credit and collection department :

Credit is the breath of modern business and soul of selling efforts. Credit transactions are accounting for a lion's share of total business transacted. It is the sales executive that decides the credit and collection policies and strategies. A moderate policy of credit is desirable as it will not reduce the volume of sales on one hand and increase the bad debts on the other. If a strict and stringent policy is enforced, it may be too conservative and results in restricted sales finally reducing the profit too ; on the other hand, a liberal credit policy is sure to increase the sales with likely increase in the doses of bad debts. Heavy bad debts eat away increased profits. Equally important is the crucial task of collecting the dues. Collecting policy is to be such that dues are to be collected yet the customer is to be retained. Dues can be collected by any body but retaining the consumer loyal to the firm is really challenging one. This looks after accounting matters too.

At the end, it must be said that these departments are not water-tight compartments. As the organisation is to meet the requirements of changing world, it should be flexible and viable. The organisation being the structure of relations, is to undergo change to accomodate the likely changes warranted by business variables. In designing a sales-organisation consideration should be given to the size of business, number and nature of products sold, geographical spread of distribution, methods of marketing, financial status and the selling policies and strategies.

SALES MANAGER

Who is he ?

Known by different versions as 'vice president', 'sales executive', 'sales director', 'marketing manager', a sales- manager is the hub of sales administrative wheel. He is the head and heart of sales organisation. He is a member of executives of top rank. He is the person who steers the wheels of organisation towards a definite destination. He is that manager who manages the sales – the life-blood of business. It is he who plans, organises, directs, co-ordinates, and controls the activities of selling for profit to the owner and satisfaction to the consumers.

His position :

A sales manager is the department head like other departmental head such as production, finance and personnel. However, he enjoys a unique position in the organisation. As the head of sales department, he is responsible for the growth and prosperity of all other departments because sales are the starting point for other departmental activities. Sales manager acts as a "sparkplug" to the engines of manufacturing

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and trading organisation. His actual position and commanding span depends on the size of the organisation. In big organisation, he has many assistants while in smaller units, he is to manage the whole show with minimum of skeleton subordinate staff.

His significance :

Sales manager occupies a unique position in the entire scheme of sales relations. His status and esteem cannot be questioned nor one can ever overestimate his significance. It is his managerial calibre, ability and acumen that fortify and bolster up his position. He is a man of vision and foresight and his capability in forecasting the future requirements of people and thereby directing the personnel at his command to plan and develop the products. His superior acumen of managing is responsible for smooth functioning of countless industrial and commercial undertakings. He is lightly called as the 'guiding and driving-force' of the sale organisation. He is the manager of fortune or funnel of a misery.

ESSENTIAL QUALITIES OF AN EFFICIENT SALES MANAGER

Sales manager is accountable for developing and implementing sales policies, programs and strategies with active cooperation of his subordinates. He plays a constructive role in carrying out different and thinking and operative functions that go a long way in maintaining cordial relations with customers, dealers, wholesalers and retailers as outside parties and employees of sister departments of his organisation as insiders. He is the vital link between the top executives and the salesmen. Being a responsible officer, be must be true to his profession, guaranteed by his abilities, guided by his acumen and geared by profound knowledge of sales-management. Experts in sales-management have come out with a list of qualities to be possessed by a sales-manager to make his sales career colourful and gleaming one. These qualities are decided into four categories as physical, mental, character and intellectual which are outlined below.

I. Physical Traits :

1. *Sound health.* Sound health is the base of his physical appearance or personality. He is a man of vision, thought and action and he is to discharge heavy duties and responsibilities. Pressures and strains, tensions are common in this ever changing world of business. As managers are deep thinkers, they are prone to certain formidable diseases such as blood pressure, ulcers, insomnia, diabetes which are known as managerial diseases.

2. *Vitality and endurance.* Vitality is the active strength and effective energy that help a good deal in having and developing resistance. Endurance on the other hand, is tolerance. Sales

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manager is essentially a hard worker, even though his intelligence is not questioned. Ability to work longer in the pursuit of certain goals of the sales organisation will largely rest on his quality of endurance. Industriousness that is considered as the basement of progress and prosperity stems from tolerance.

II. Psychological Traits :

1. *Personal magnetism.* Personal magnetism is the power to attract others and to win their confidence and command respect that demanding it. A sales manager is capable of attracting others because of his department or temperament. The temperament is of four types namely, sanguine type – cheerful, hopeful optimistic and gives a never fading smile on his face ; melancholic type – sad, dejected, pessimistic and hopeless, gives an idea of not believing in future ; choloric type – hot-tempered, easily irritable, being too much sensitive and uncontrolled ; phlegmatic type dosile, sluggish to act and fastidious in thinking, actions and approaches. Of all these, the sales manager to have the first type of personal magnetism.

2. *Cooperation.* A good sales manager is the fountain head of spontaneous cooperation. He is to plan, direct, communicate, control, motivate his tasks, men and resources whose success depends on mutual cooperation from others. Cooperation is reciprocal – a two way traffic. If he expects cooperation from his seniors and juniors, it is he who is to render himself more cooperative to others. At this level, one should not distinguish between cooperation and coordination. Sales manager is the ring- leader. He is to develop unity of thoughts, purposes and actions to have united or team stand. It is like a thread that passes through the beads to make a necklace.

3. *Ability to inspire.* Employees left alone with products and techniques of selling will not do their best. Sales-force is to be motivated or stimulated to new heights to better their performance. After all, motivation of salesmen will mean bringing about a change in the psychic of his subordinates to intensify their abilities to reach new heights of performance. It is the knack of tempting them to better performance.

4. *Forcefulness.* It is the power of effective action, of dashing nature. The business situations do not affect his line of thinking as he is the man of firm mind. He is indifferent. He is dare-devil and has a fortitude in his stands taken which are liked by others and he becomes an apple of eye as such. He is always to the forefront for taking risks and breaking new ice.

5. *Tact.* A good sales manager is able to convince his superiors as well as his subordinates very tactfully. Tact is mental awareness as to avoid the disappointment, displeasure and dissatisfaction with

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others. Tact is not a deceit but a shrewd handling of the issues with a touch of diplomacy. It is something that he is recognising his employees without a pride or superiority complex. It is that trait which elevates the people in the organisation to new heights.

III. Character Traits :

1. *Integrity.* It is the moral soundness. He is going to show to others through this quality that his conduct, behaviour can be trusted, honoured and respected by others. It is going to establish sincerity and honesty in dealings with others. It helps to develop loyalty towards a manager, the firm others. It also suggests that he accepts the responsibility for good and bad with hardly any difference.

2. *Humanism.* Humanism is that human quality that stands for understanding others as meaningful and important. Sales manager can elveate himself to a height that is sufficient to command respect. He believes in 'you' attitude that 'I' egoism.

3. *Self-discipline.* Organisation is the structure of relations between men, materials, divisions and, therefore, warrants a strict discipline to have successful group activities. His subordinates will be disciplined when the sales manager is self-disciplined. Self-discipline implies regularity and punctuality in his routine tasks. It covers the desirable qualities like self-control and mastery over will to command respect and honour others.

IV. Intellectual Traits :

1. *Mental capacity.* An individual is said to have a strong mental capacity when he enjoys an original bent of comprehension and application of knowledge. His mental set-up is always changing with change in the situation. It talks of his knowledge, a capacity to convince others. He has an astounding ability to understand and release his ideas well over to others. He has a sound knowledge of salesmanship, sales management, advertising, psychology market-research, statistics, finance, accounting and public speaking.

2. *Sound judgement.* Correct assessment of business variables well in advance of their occurence to arrive at a sound decision is considered as the trait of sound judgement. He should be socially conscious which enables him to make correct value judgement regarding himself, his firm's role in the socio-economic fabric of the country. Given the facts, one should have the ability to analyse and interpret and come to conclusions. Coming to conclusion is reaching a cut off point. He is a decision maker ; it is better to make quick decisions even if imperfect than to be in the state of indecision. It is because, whatever sales manager does, he does through decisions.

3. *Receptiveness.* Sales manager is a manager, is a leader and not a boss. Boss is one who dictates and controls recklessly while a

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manager seeks the participation of his sub-ordinates through their suggestions. Boss has answers but manager seeks answers ; boss makes the work a drag but a manager a joyful game. A boss trusts himself but a manager him colleagues both juniors and seniors.

4. *Ability to teach.* Communication of one's ideas is a challenging task for many. It is a two way process – hearing and releasing the ideas. It is the art of pouring your ideas into the heads of others. Teaching his ideas depends on his style, stuff, mastery over language, the depth of knowledge, clarity of thoughts and expression. A person can teach well when he can coach others well.

FUNCTIONS OF A SALES MANAGER

The basic aim of sales manager is to promote sales and contribute to the profits of the concern on one hand and satisfaction to consumers on the other. Profits through satisfaction is the key to the success. In the light of these, he is to perform certain functions. The functions of a sales manager differ widely from company to company depending on the size and nature of business. In big concerns, sales manager is generally assisted by different personnel in the sales line. In smaller concerns, he is all alone with a skeleton service of subordinate. Notwithstanding these differences, a sales manager is to perform the following functions.

1. Planning the future sales :

Sales planning is one of the most dominant functions of sales management which seeks to achieve co-ordinated structure of operations of various programs in relation to sales. To plan is to look ahead. It is the process of thinking before doing. It is to study the past, refer the present and read the future. It is the act of probing the future with certain amount of accuracy. Setting the targets is the crux of planning that involves creative thinking and imaginative juggling of many business variables. He is to plan for the long range. Sales operation in consultation with top executives. It involves decisions regarding the area of marketing, nature and number of products to be sold and sales policies to be adopted. Sales budgeting is the instrument of sales planning that gives itemwise, productwise, territorywise, sales for the year and years to come. It provides a breakup picture of likely sales revenues and expenses. It decidesthe exact course of activities for the future.

2. Organising the sales organisation :

Having planned the various activities, the sales manager is to decide as to how and who will perform these activities. Organisation is the process of welding the frame-work of relations in the unit that is geared to attain the objectives of undertaking. It involves a critical and

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indepth study of actual requirements of organisation, division of it into viable departments, designing the lines of authority and responsibility and the delegation of authorities to the sub- ordinates to get going. It also touches the crucial task of deciding about the degree of centralisation on decentralisation. He is expected to draw an organisation chart which explains clearly as to vertical, horizontal, intra and inter-personal or departmental relations. Organising is to study the unit, identifying the work and tasks, dividing it into viable blocks and describing the duties and responsibilities and delegating the authority to the sub-ordinates to get the work done.

3. Advising the top management :

Mere planning of sales activities is not the responsibility of a sales manager. He is accountable for the actual happenings in his department which are to be reported to the top management. He is to advise on opening and closing of branches. Opening of new branches involves the detailed study and sanction for branch location, layout, staff pattern and so on including the strength and weaknesses of competitors. He is also to advise the higher officials of opportunities and threats of ventures ; new appointments, selection, transfers, promotions : on pricing and discount policies and show their bearings on profitability and profits of the unit ; on new ideas of sales literature, advertising and sales promotion efforts including the public relations.

4. Selection and placement of salesmen :

Any successful sales organisation warrant the selection of men capable of accelerating the wheels of it. "Right men for the right points" is the watch-word for a dynamic sales manager. Scientific selection is a rigorous process or a hurdle race designed by a sales manager which is to be won by the salesmen. Selection procedure embraces minute and meticulous stages such as – calling for interview – testing them – conduct of medical examination – and the final interview and appointment. Selection is a negative process as it weeds out misfits at early stages like separating chaff from grain. Again, placement of candidates is another yet more important aspect of it. Placement is a process of orienting the candidate to a job opening and finding out his adjustment. In case he does not fit in perfectly, he is placed elsewhere till he adjuts and becomes one with the flow of the organisational philosophy and culture.

5. Training the sales-force :

Today's salesmen must not only to be recruited carefully but are to be trained quickly as sales training programmes pay off in many ways. Motivation and morale are the primary purposes of training. Training improves employee productivity, standardises working procedure for the sales-force, reduces personnel turn over, provides

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rescue force of trained and experienced men and women and instills the confidence of performance par excellence. Sales manager is to plan for training new employes and continuing it in case of experienced hands through refresher courses. A good plan of training embraces managerial supervision and service personnel in the sales organisations. He is to plan as to what are the problems of training ? What is to be trained ? How long ? What is the best procedure and method of training ? Should it be in house or outside the training organisation and so on ?

6. Compensating the sales-force :

Sound employer and employee relations are the base for the total success of sales organisation. There will be sweet relations between men and boss when the employer treats employees well, pays well so that the employees put their heart and soul together to better the performance. The gist lies in maintaining the selected, trained and placed sales-force which is possible through reliable compensation plans. The employee efforts are to be rewarded amply. Employee motivation and morale depend on compensation paid in monetary and non-monetary forms. It is the sales manager who designs the compensation policy in consultation with personnel experts that is viable and workable. A good plan is one that pays well, in time, treats impartially, economical, productive and elastic.

7. Direction and co-ordination of sales-force :

Management is essentially an art of getting the work done. The sales manager is responsible not only for planning organising the sales activities, but also for guiding and supervising his sales subordinates. He is the leader who is to direct his sub- ordinates by issuing necessary orders, guiding and reading and supervising their activities as the part of performance. Sales manager has a selected band of sales executives, assistants, salesmen, clerks who may not do well in absence of direction. Direction makes the performance a colourful success as latent talents are channelised. It is the function of bettering the performance and taking it to the new heights by exploiting the employee potentials. Equally important is the task of co-ordinating. The various elements like personal selling, advertising, sales-promotion programs, goals and objectives of marketing plans of the organisation needs of the individual market and their segments, markets environments and the like need coordination to ensure better results. Further, the people in the organisation are unique and differ mentally and physically. Naturally superiority complex plays its icy hands ; misunderstandings creep in. Therefore, there is need for bringing about unity of thought, purpose and action in the ranks and files. Coordination is opposite of conflict. Coordination kills conflict by timing, balancing and integrating the variables.

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8. Controlling the sales-force :

When the sale-force is provided with quality products, equipments, adequately compensated one can expect the best results. At times, it is not possible to attain the aims so planned. There is always gap between promise and performance due to factors which are both controllable and uncontrollable. If everything goes well, there is no need for control. Our plans fail, organisation may be lax, there may be misdirection, lack of co-ordination, negative motivation leading to derailment and warranting corrective action through control. Control means having continuous watch on the working of any programme and applying brakes or speeds to action wherever and whenever necessary. Control implies comparison of actual performance with planned course of action so that deviations can be traced, deficiencies or the laxities can be measured to take corrective action for expected performance attainment. There are different ways in which a sales manager exercises control over his sub-ordinates—through direct contact—correspondence ; the control procedure includes definiting extent of authority, timing of activities, rendering of accounts, sales quotas, expense control and so on.

9. Designing viable sales policies and strategies :

Sales policies are the guide-lines for his action for maximising sales at least cost with maximum profit to the owner and satisfaction to the customer. Formulation of a sales policy takes into account number of factors such as price discounts, patterns of payment ways of distribution, extent of publicity, type of product, type of customer, extent of compensation and so on. Market-research findings plus his experience have the way for designing a viable sales policy. Closely related to sales policy is sales strategy. Strategy is a short-term policy or a tactics used to increase the sales. These are clearance sales, special occasion discounts, off-season rebates and so on. Policies and strategies are the products of sales manager's open observation, vision, judgement and acumen.

10. Managing advertising and sales-promotion :

Advertising and sales-promotion are of paramount importance in subserving the needs of sales-force. Advertising itself is a big function. Sales manager is to take full assistance of publicity and sales-promotion manager who is charged with advertising, planning, ad, designing and placing, preparation of ad. budget, evaluation of ad. effectiveness. Further, sales- promotion calls for display both interior and exterior, services to dealers, incentives to dealers, and customers ; planning and implementing sales contests ; participating in fairs and exhibitions and so on. Its publicity and sales-promotion that provide a colourful stage to the actor to make his sales drama a gripping success.

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TYPES OF SALES MANAGERS

The sales managers can be classified into certain categories mainly on the basis of the nature of functions performed by them. Experts of modern management process have divided management into two classes as "administrative" and "operative" management. Administrative management is basically a 'thinking' process and operative management is more concerned with 'doing'. In other words, the first deals with planning the work and second working the plan. Really speaking, such water-tight bifurcation does not sound well and because, mere 'thinking' and 'doing' in isolation are meaningless. One supports another and make them meaningful and purposive. However, the classification can be—"addministrative", "operative" and "administrative cum operative" manager.

1. Administrative sales manager :

In case of larger selling houses, with national and international market span and opportunities there is need for specialisation and, hence, one can think of administrative sales manager. He is the general sales manager who is assisted by good many line officers. He acts as a specialist and is more concerned with the managerial tasks of planning, direction, coordination and communication. He is primarily concerned with coordination and integration of all company actvities which are related to marketing, his position does not allow him to ride over, design engineering, manufacturing aspects directly. On the other hand, he has the authority to tell other departments and their heads as to what must be done to increase sales and profits. That is, his job is to think more than of do ; in fact he does thinking. He prepares budgets, renews them, revises them, makes decisions, formulates policies and strategies. He gets approval for his brain childs before getting them implemented through the subrodinates. He believes in the principle of management by exception. He gets the work done in the light of what he presented to his subordinates with decisions, policies and strategies.

2. Operative sales manager :

An operative or field sales manager is one who is a line executive reporting directly to administrative sales manager because, he is to execute the policies to the field sales organisation. He spends major portion of his time in field supervision work particulary sales force. The task of maintaining sales man power rests on him. He is the feedback to the administrative sales manager. He is one who operates under the direction, guidance and superivision of his superior namely, general sales manager. He plays a second fiddle as he is to do what he is told to do. It is the general manager who chalks out the plans and fomulates the policies and structures the strategies to attain the

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present objectives. These plans, policies, programs and strategies are implemented by the operative manager or executive manager. The operative funtions are organising, coordinating, motivating and controlling the activities. It does not mean that the work of doing or operating is to secondary importance. In fact, operating sales managers are of great help in preparing plans, formulating policies, designing programs and strategies. However, the final say on decision making rests with the general sales manager who in turn gets them approved by the top management officials.

3. Administrative-cum-operative sales manager :

In smaller sales organisations, there cannot be full scope for minute specialisation as to 'thinking' and 'doing'. Specialisation, though a boon in minimising costs and improving the performance, skill and acumen, is a costly affair for smaller organisations as they cannot afford the luxury of this kind. It is the size and financial constraints force the smaller firms to go in for a kind of manager who is "two-in- one". That he who does both 'thinking' and 'doing' himself, Such a sales manager is charged with the tasks of an administrative manager such as planning, directing, communicating and also the tasks of executive manager namely, organising, coordinating, motivating and controlling. In a sentence, such a manager is both an 'administrator' and 'operator' all rolled into one. Such managers fit well in small and medium sized companies with limited product portfolio areas of operation.

It is worthwhile to note here that the terms 'administrative' and 'operative' are used in relative senses. It is because, it is very difficult to say as to what functions of management are of thinking nature and what purely result in doing. That is, an administrative manager is more a 'thinker' than 'doer' but a field manager is more a 'doer' than 'thinker'. However, both will have to think and do for, one is incomplete without another. Such a classification is done more for convenience of understanding and identifying the role of a sales manager in right perspective in the sales organisation.

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CHAPTER 15

RECRUITMENT AND SELECTION OF SALESMEN

General

Sales manager is faced with a crisis in sales manpower. The problem is one of attracting and retaining enough competent salesmen to dispose of the fast expanding and improving productivity and, hence, the production of factories. The specific problem is one of locating cultivating and enriching creative salesmen or professional salesmen. That is why, Professor C.A. Kirkpatrick of North Carolina University of America says "There is no job in sales management more critical than that of hiring salesmen." Thus, the main responsibility of a sales executive is to fill in sufficient number of right kind of sales personnel necessary for serving the company's customers and prospects. The immediate step is to recruit, select and place sales personnel. This chapter deals with various aspects of recruitment and selection at length.

RECRUITMENT

What is it ?

Recruitment is the process by which the prospective candidates are traced and encouraged for the employee positions vacant in the organisation. Recruitment is a positive process encouraging the eligible candidates to apply for the posts to stand the chance of selection. It is one which concentrates on building and rebuilding a reserve force of prospective employees.

Why Recruitment ?

Recruitment or hiring of sales-force is an on going activity. Continuous recruitment is essential because, a sales manager with calibre foresight and imagination does not catch napping for any kind of depletion in sales army to take place. Recruitment is unavoidable because of at least two factors.

1. **To fill the gaps created.** Recruitment is necessary in all sales organisations in order to provide replacements for positions vacated by resignations, disabilities, deaths, discharges, dismissals, retirements, promotions and so on. If ready sales force is not available, it causes transitory loss to the firm both financial and non-financial.

2. **To meet the recruitments of expansion.** Birth, growth and expansion are the sure signs of progressive organisation. Firms are

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bound to grow as there are growth stimulants. A firm may start on a small scale, but being a adaptive one is sure to prosper and expand' ; diversify and further prosper ; it adds new product lines ; it goes local to regional, regional to national and from national to international. Such growth and expansion programs warrant incoming or more and more sales personnel.

SIGNIFICANCE OF SOUND RECRUITMENT

Saleman is rightly described as the 'spear-head' of business. He is a live striking power. Creative salesmen or professional salesmen are the real assets of the sales organisation that is poised for progress and prosperity. Picking and choosing such talented, gifted salesmen is the outcome of sound recruitment policy. The purpose is "right man for right post" on which recruitment works. It is the philosophy of recruitment that has bearing on solving the manpower problem. The tenets of such philosophy are : (*i*) thorough selection involving high standards of qualifications and using all of the proven methods to choose salesmen and (*ii*) superficial selection with the expectation that a few will become successful in which the hired salesmen agree to work for the compensation offered. If the basic purpose is kept aside, the misfits will replace the fits. Incompetent salesmen drift round to slow or indulge in uncared working where there is absence of strict supervision. Such inapt salesmen, instead of building the company and company image, damage it and let it down. Neither his morale is high nor he allows others to enjoy high morale. Finally, the 'sales show' has to be closed as sales dwindle down, profits squeezed. Round pegs in a square holes are oddmen and are by no means salesmen worth calling. A mistake in recruitment is a blunder and it is sure to cost a lot.

ASPECTS OF RECRUITMENT

Recruitment as a positive process embraces three aspects namely, job analysis, personnel analysis and tapping the sources available. Let us see each aspects at length.

1. Job analysis :

Job analysis is the maiden step in the procedure of recruitment. It is almost difficult, if not impossible, for a sales manager to recruit and select a person in any position of sales organisation unless he has the perfect knowledge of what type of job is to be given to a prospective employee, in case he or she is selected. Here, it is job analysis that comes to his rescue. Job analysis is the study of what a salesman is to do ? how he is to do it ? under what conditions ? It is the work of determining the duties, the responsibilities, the tasks and activities which a salesman is expected to perform and shoulder. It also

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prescribes the conditions in which a job is to be performed and what equipments and aids are available to him or her in discharging his duties and responsibilities. Thus, a salesman is to perform the activities of selling, serving the customers, keeping the records, making reports, planning his activities and also to undertake general administrative work.

2. Personnel analysis :

If the job analysis is the description of job or gives the job specifications, the personnel analysis speaks of employee specification or man specifications. Job specifications decide the qualifications and the qualities required for a post – may be physical, mental, social and character. The physical specifications relate to age, height, weight, appearance, voice, health ; mental specifications with educational qualifications, intelligence, alertness, imagination, confidence, initiative, observation; social qualities with extrovery, covering ability, poise, courtesy, tact, cooperation, manners, character qualities with maturity, courage, sincerity, integrity,loyalty, industry determination and so on. Man analysis speaks of how much a candidate is to possess these expected or standard quota of quality mix.

3. Tapping recruitment sources :

After deciding the type and the number of employees needed based an job analysis, job specifications and job descriptions, the sales manager is to hunt the possible sources of recruitment. The available sources of recruitment can be "internal" and "external."

INTERNAL SOURCES

Not all companies rely on these internal sources for fresh recruitment. However, each company has its own internal employees in the same department or other departments who can be considered for such posts of sales careers. The major internal sources are :

1. Promotions :

As a matter of policy, firms employ sales personnel from within by promoting the employee from lower post to higher post. Vacancies other than at lowest level are filled up by promoting the personnel at higher level. That is, a promotion leads to another promotion. It is a good step because, the person who has put in service feels recognised and puts forth his best on his promotion.

2. Transfers :

Employees of the firm's other departments and non-selling section of sales department may also be considered for careers in sales department. The personnel department has the history of each employee and the potentially promising one can be considered by transfers. This gives chance to others to come in.

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3. Re-employment of former employees :

It is another source of excellence. In case of those candidates whose past records are clean and sound, can be called back to original work situations in case they are willing. There is no harm in employing past employees as they are seasoned and are sure to be loyal. They add to the reputation of the firm without the costs of selection, training and turnover.

MERITS AND DEMERITS OF INTERNAL SOURCES

Merits :

There are good many advantages or the benefits of falling back on the internal sources of recruitment. These are :

1. **High employee morale.** It is but natural that an employee from within who has worked so sincerely and hard expects some elevation, recognition, praise, promotion or upgrading. If such a person's wish is considered, it tells very nicely on his career and careers of others in the company and that of company itself where there will be sound employer employee relations.

2. **Reduced costs of hiring.** Recruiting a candidate from external source is s costly affair in terms of time and treasure. Even with much care being exercised while recruiting, there is no guarantee that you would get a really good hand. Therefore, the statement "known enemy is better than an unknown friend" that works.

3. **No training.** A new candidate recruited and selected needs a thorough training as he is a raw-hand. Training costs in terms of time, talent and treasure. However, in case of an inhouse candidate, there is no need for special training. Nor there will be any problem of placement because, the old guys are self-starters.

4. **No transitory loss.** It takes longer time to fill in the vacancies from outside sources. A new candidate is to be recruited , selected, trained and place. As he is new, he takes time to adjust himself to work situation or atmosphere, to build confidence. In this, it is the firm suffers by loss of sales, outside contacts and position in market places.

5. **Assured loyalty.** In case internal employees are considered for the posts they tend to be more sincere, honest and hard working as they develop a sense of belonging. They know that sooner or later every one stands, a chance of upgradation. This makes them more loyal, dependable and firm oriented.

Demerits :

All is not well with the internal sources of recruitment. The serious demerits are :

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1. **Discord.** In case there are limited seats to be filled and many are craving for the posts, may lead unfair means to grab that position in the organisation. It means merit and performance have no place. This results in heart burning, jealousy and frustration. The organisation may be divided into blocks fighting among themselves.

2. **A prerogative.** If the firm follows this policy of internal promotion or considering the cases for vacant posts, employees feel it is a matter or their right. They take it as their special privilege and it is to be met with at any rate. This puts the management in difficulties because, there will be no chance for new blood coming in at all.

3. **Inefficiency.** It is well known that new brooms sweep well. Once a person gets his position quite comfortable in any organisation, he becomes complesant and lethargic because, he has achieved a height and does not want to move away from that as one opposes change. This injects heavy doses of stagnation and inefficiency. It has a bad impact on other employees too who are demoralised.

4. **Misfits.** An employee, however, good in other lines, may not be suitable for sales line. One may not doubt an employee working in production department, but he may not be a suitable candidate for sales vacancy. Simply because he is an inhouse employee, he need not be considered for alternative posts.

EXTERNAL SOURCES

The sales manager is to rely on external sources in case internal sources do not meet his requirements or will have to combine both the sources to his advantage. The external sources among other things are :

1. Recommendations :

The employees of the firm may refer or recommend a candidate may be his friends or relatives. While recommending such cases, he is bound to be cautious because, wrong recommendations reflect badly on his career as the boss is to have a bad remark. He has the normal responsibility and is careful while selecting such a case. Many times, it works as a reliable source because, the employees are loyal to the business house and are interested in its success. It is equally true that the success of the organisation is their success too.

2. Educational institutions :

It is almost established practice in advanced nations to pick the students directly from the schools and colleges. These specialised institutions are noted for high academic standards and excellence that impart knowledge and training in the area of sales. The heads of these temples of learning are better placed to recommend the cases

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of those students who are sound and promising. This in not the case with underdeveloped countries. As there is no proper blend of theory and practice of sales, salesmanship and publicity, Indian employers hesitate to accept the students coming out of universities.

3. Competing units :

Theoretically and morally it sounds well to say that one should not pull the legs of others. However, in actual world, it is other way round. The salesmen employed by a competitor of competitors are tempted and lured by the needy selling house by offering higher start in pay scale and other amenities and facilities. In case the candidate is really competent, there is nothing wrong. Before tempting the competitor's salesman, detailed investigation is to be conducted directly or indirectly as to his past record regarding performance, dependability, honesty, integrity, loyalty and so on. Any hasty step is sure to cause much waste and ill will.

4. Non-competing units :

Occasionally, one finds picking of the salesmen from non competing units. Such an employee has basic foundations of an efficient salesmanship and he finds no difficulty in switching over to other lines. Such a source has merits of sufficiency in experience in selling established contacts with customers and prospects, loyal service in other line and the keen interest in joining and changing over to new lines. However, their success in a similar line may not be an indication of their ability to sell the products of new line.

5. Advertisements :

The needy sales organisation calls for the applications for the vacant posts in sales organisation through advertisements in news-papers, magazines and on television and air too. However, the principal methods of advertising for salesmen are "classified" or "display" advertisements—in daily newspapers, direct mail advertising and business paper advertising. Sales organisations with large turnover find news- paper advertising a prolific source of manpower although they are of questionable ability, sometimes. Unless an advertisement is highly selective, hundreds of candidates may respond, creating an expensive problem of interviewing and selecting. These advertisements may be 'open' or 'blind' 'Open' advertisements identify the advertiser while the 'blind' only carry a key or post-box number for communication.

6. Self-offers :

A well-known concern receives many voluntary unsolicited applications appealing the employing firm to consider their cases with due respect to their qualifications and experience. Such desirous

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persons may work with interest. It may be that the person may not be happy with the present employer or there might be some factors that are prompting him to change over. In such cases, a separate file is to be maintained so that the employer can fall back upon these cases in case of needs. Sometimes, good condidates can be fished out for the benefit of the employers.

7. Employment exchanges :

Employment exchange is the liasion between the possible employers and employees, may be organised publicly or privately. The candidates seeking employment are expected to register their names with these exchanges with the latest qualifications and experience, if any, with job preference. Exchange recommends the cases to needy employers on reference being made. The role of employment exchanges cannot be underestimated particularly in case of advanced nations. It is in those countries that exchanges receive data, classify, and the candidates are tested that facilitates easy pick and absorption by the interested employers. However, in India, like other underdeveloped countries, exchanges do the work of registering the names and referring them in case of need. Of late, private placement agencies have come up to work on the lines of advanced nations to the benefit of both the employers and employees.

8. Company customers :

There are occasions where even the customers of the firm may be recruited as salesman. The customers with perfect product knowledge, gifted sales may be picked up. An employer can study a customer visiting his unit as to his ways of reasoning, gestures, conversing extroversy, tact and diplomacy, articulation, convincing ability and so on. There are such persons not knowing that they have the rich potentials of making a successful sales career ; it is just because, they do not have the opportunity of exposure and exhibition. After a detailed study and analysis, such exceptional cases can be considered who can be shaped and pruned, through proper training and placement. Such candidates may produce exceptionally good results.

SELECTION

What is it ?

Selection is the process of weeding out the 'misfits' from the large reserve of candidates provided by the process of recruitment. It is a negative process because, all those who have applied for the job openings are not selected or accepted. It is a decision making process whereby the management fixes certain norms or standards for cut-off point. It is that process which matches job specifications with those of man specifications and why those candidates who match to the

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maximum extent are considered. Thus, the starting point is building the reserve so that the best can be chosen as per the quality and quantity requirements of the organisation.

SIGNIFICANCE OF SOUND SELECTION

The hard nut to crack is that of selecting the competent salesmen. Intelligent selection of sales personnel is a critical and crucial matter for the fortunes of the business and business house depends on the quality of sales force performance. The importance of sound selection is reflected in the following points :

1. It lowers the rate of turnover of salesforce :

The experience of many large concerns has demonstrated very clearly that sound selection is the cause of lower sales-force turnover and increased sales. Faulty selection based on semi- baked ideas costs high. More turnover means more hiring and training costs as the firm indulges in this each year. Not only this, the turnover has psychological impact on the customers and prospects and co-salesmen. The sales turnover also suffers during transitory period.

2. Creeping in of inefficiency :

Poor selection policies and procedures percolate the poor, ineffective and inefficient salesmen to the bottom of the organisation. These mediocre salesmen show the marks of dwindling sales, increasing expenses very soon as they are far below the level of competency. A salesman without qualifications experience, confidence and proficiency, is neither happy himself nor allows others to be happy. It affects the working culture and morale of other workers very badly so much so that even the horses turn to be donkeys.

3. Solves sales administration problems :

In addition to reducing the turnover of salesmen and decreasing the costs of selection and training, a good selection programme simplifies training problem, improves supervision, ensures better territory coverage and service to the customers, attracts better class of recruits, forestalls unionisation and above all, simplifies salesmen control in the interest of the sales organisation.

4. The charisma of advertising is lost :

A poor selection on the part of sales manager costs him in reducing or even nullifying the effect of advertising that is created. The salesmanship of today depends heavily on advertising and salesmanship without advertising is like a whisky without water or a song without music or a drama without backdrop. Advertising creates a stage for this actor, however, if the actor himself is not talented, at his best, the stage effects have no value. Thus, a bad salesman can destroy even the good organisation and its components.

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Tenets of a Sound Selection Plan :

In order to avoid percolation of misfits to organisation positions, the sales manager can design and implement a selection policy or a plan that works. Such a plan has the following alluring attributes. These have been best described by professor B.R. Canfield as under.

1. **Consider the requirements of sales job.** An indepth knowledge of the nature of sales job is the foundation of any sound selection plan. The duties and responsibilities of a given sales task warrant certain personal characteristics in the salesman. These are already discussed earlier as a part of sales personality. The readers are advised to refer the relevant chapter for detailed analysis.

2. **Determine the personal history essential to sales success.** The personal history and background needed by salesman for a particular sales job should be clearly understood in order to select a capable salesman. From the personal history of successful salesman in competing and non-competing lines – an ideal or a standard salesman for a particular sales job can be developed. The history of each applicant can be compared with such an ideal or standard salesman.

3. **Establish a standard of personal qualifications and background for selling.** The personal characteristics and history essential to success in a given sales job should be combined into a composite picture of an ideal or standard characteristics of a successful salesman. The applicants are to be measured in the light of these norms. The study and careful analysis of information derived from the files of sales personnel and the practical experience of the sales executives.

4. **Determine the objectives for the selection of a salesman.** It is absolutely essential for the sales executives to udnerstand clearly the objective or the objectives of recruitment and selection programme. It is because, one would not contribute his mite unless he understands it. The objective should be written and communicated to all the persons who are involved in recruiting and selecting the salesman. Thus, the objective may be to select highly qualified and suitable person who contributes the maximum degree to the growth of the company and self.

5. **Set policy for selection.** In order to attain the objective of the selection program, there should be clearly defined selection policy that describes the persons responsible for selection and the practices which should be followed in determining the qualifications of applicants for sales jobs. Such an attempt enables sales executive to follow the same practices which have been found most effective in selecting the sales personnel. Like objective policy should be wirtten and communicated to all concerned people of selection crew.

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6. Design a complete selection procedure. A selection program for salesmen should be well planned to obtain the facts needed to make valid predictions about an applicant's probable performance with regard to a particular sales job for which he is considered. The selection procedure must be planned one so that each step has a specific purpose, eliminates guess work by proven techniques and provides a thorough yet practical way to compare the candidate's specifications with job specifications. The selection procedure should include a variety of selection techniques because, a single technique fails to give conclusive evidence of applicant's fitness.

7. Consider both the ability and willingness of an applicant. Most selection procedures are mainly designed to determine the ability to sell of an applicant and largely ignore his willingness to do the things necessary for effective sales performance. Each candidate should be tested from two angles namely "can" and "will" he do the job. Most of the candidates may fulfil the first part as they have skill, energy, appearance, education, intelligence and aptitudes that are a must for successful selling career. However, willingness to do is equally or more important. Thus a lazy, irresponsible and emotionally unstable person vitiates his best qualities to his credit. Therefore, it is a must to appraise both 'ability' and 'willingness' to work.

8. Make selection method practical. A selection procedure should be based on practical knowledge of the sales job and the personal characteristics demanded by the responsibilities of the salesman. A clearcut study of sales job by job analysis, job description and job qualification procedure should be structured. Equally significant is practical knowledge of the validity of various tests and measures used in selection. There is nothing wrong in relying on a reputed testing agency.

9. Train the personnel to operate the selection plan. The effectiveness and success of selection procedure depends on the interest and skill of the sales executives who operate the programme. The persons responsible for hiring the salesmen must be trained in skillful interviewing, rating, evaluating, reference investigation and so on. Selection guides and manuals explaining the selection procedure should be prepared for training the executives in the skills of interviewing, evaluation, and other techniques of selection.

10. Test the selection procedure. Before adopting a new selection procedure for a general application to the entire organisation, it should be tested on experiment basis on a limited number of candidates, their sales performance should be compared with their ratings, test scores and other parameters of appraisals to determine the effectiveness of the selection procedure in identifying potentially successful salesmen. Pre-testing is the only way in which the actual effectiveness of testing procedure can be ascertained.

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11. Review it periodically. With the passage of time, new techniques of selection are being developed and it is but essential to review periodically to ensure that it is up-to-date. New tests and methods of appraisal should be tested and validated with the performance of salesmen in the field. In fact, a selection problem is never solved ; as new improvements lead to further refinements.

METHODS OF SELECTION

There cannot be one method or a plan of selecting the salesmen for all the sales organisations. It is obvious that each sales organisation enjoys a unique position caught in its own environment. The selection methods or procedures or plans differ widely from company to company in view of the individual differences in size, nature of products sold, location, status in labour and money markets, characteristics and philosophies of management. However, for the sake of convenience, these methods can be broadly of two types namely 'inductive' and 'deductive'. Let us consider these in brief as to what are their implications.

I. Inductive method :

It is that selection procedure under which a study is made of most successful salesmen in the past. A selected number is identified. The team studies the qualities that brought them to such a glittering success. The listed qualities are used as a test to see whether the new recruits are possessing these. Though it is a good idea, it takes into account those qualities that led to the success in the past. It is wrong to say that Mr. 'X' succeeded in past so Mr. 'Y' should succed in future. This expected success is situational. This leads to wrong conclusions. That is why, this method is not widely used.

II. Deductive method :

This method works on different lines. It undertakes a detailed study of salesman's job, its knowledge and analyses it. In other words, it starts with job analysis. It also analyses the personal history of present salesmen in the organisation. Based on these, standard qualifications or qualities are determined for different types of salesmen. Then efforts are made to measure to what extent the candidate fulfils these through various stages or techniques of selection as application, interview, reference, and testing, and so on. Thus, this deductive method is most commonly employed.

SELECTION PROCESS/PROCEDURE

The process of selection begins only when the requirements of the sales job have been analysed and a standard of personal qualification has been established with which the traits and histories of applicants can be compared. Such a selection process or procedure can be very

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well compared to a 'hurdle race' where the candidate is to clear the predetermined number of hurdles to declare himself as victorious. A typical selection procedure has six steps. Each step has a purpose and represents a technique to bar the candidate so as to see whether he clears that barrier. These steps are : application in blank, preliminary, interview, references, psychological testing, medical examination and final interview. The following diagram makes it amply clear.

Some include the additional step namely Advertising and Appointment as prefix and suffix. In this text work I have excluded those prefix and suffix as a part of procedure. However, the last stage namely appointment is dealt separately in view of its special importance.

1. Application blank :

The application form is the basic tool in the selection process. The primary purpose of such a form is to provide factual information about the applicant to enable the employer to make prediction about the aptitude, skills, interests, industry and other qualifications for a particular sales job. It provides data for comparing with the standard qualifications used in selecting the applicants. It is sure to serve as a reliable guide as a reference source and suggests certain clues and questions for interviewing. The application forms used are of two types namely, preliminary and formal.

A preliminary or short application form is used for screening or preliminary interviews to save time of the applicant and give the interviewer a quick understanding of a candidate's basic qualifications. When minimum qualifications of age, education, health, experience and other factors have been laid down, a preliminary blank is used to secure the data on these that enables the interviewer to accept only those who meet these minimum standards. Formal or long forms are specially designed to get complete information from applicants about their personal histories and qualifications for selling . It is used to record the information about those factors and features of personal history that have been identified with successful salesmen in the employer's organisation. In addition, the information about an applicant that provides material for further inquiry and discussion at interviews is secured in response to questions on the application form. Aside from basic information concerning an applicant's name, address and telephone number, the questions to be asked should have definite predictive value. In fact, there is no place for a standard application form in a sound selection process.

2. Preliminary interview :

By far the most significant tool of testing in selection is personal

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or preliminary interview. It is a formal or informal talk or conversation between the interviewers and interviewee. The purpose of an interview is to get an impression of the way the applicant affects consumers by their personalities and attitudes ; to see and secure additional informations or clarifying facts not disclosed in application form to enable the interviewer to verify the predictions of other selection methods; to give applicant's information about the job, the company and the opportunities. Successful interviewing is more than a knack. Effective sales employment interviews follow a pattern developed from past experience and cover certain points as to selection of best time and place of interview ; reviewing the job description and standard qualifications, defining the objectives and observing good interviewing techniques.

Sufficient time should be given to the candidate and the selection committee members; the time selected must be uninterrupted ; a clean, well-lighted comfortable room should be provided that maintains privacy. Mostly hotels, clubs, manager's home, or even applicant's home are selected for securing maximum information. The committee members should prepare for the interview by reviewing the job description and the standard qualifications, understand the selection procedure, review applicant's application form and ranking procedure and the like. A clear cut decision must be made as to what specific information is to be stressed most say— applicant's background, experience, personality and so on. At the opening of the interview, the committee should get acquainted with the applicant discussing in an informal and friendly manner, the matter of common knowledge. Then the committee should turn to sales job and necessary questions may be asked and the candidate be allowed to ask the questions so as to clear his doubts. The candidate must feel at home and must carry a lasting impression about the firm and the treatment extended even if he or she is not selected.

3. References investigation :

It is common to ask for references to test the integrity and past faring. Two or three references are asked for. These reference persons may be previous employer or employers, prominent personalities, principals and faculty members of educational institutions. Consultation with the former employers is an important step in reaching a decision to employ a salesman. This step may be taken at any time in the selection procedure but usually follows the preliminary interview. The character references are questionable but performance references can be of prime importance as given by previous employers. Specific facts are more important than the opinion of previous employer. Thus, the dates of an applicant's previous

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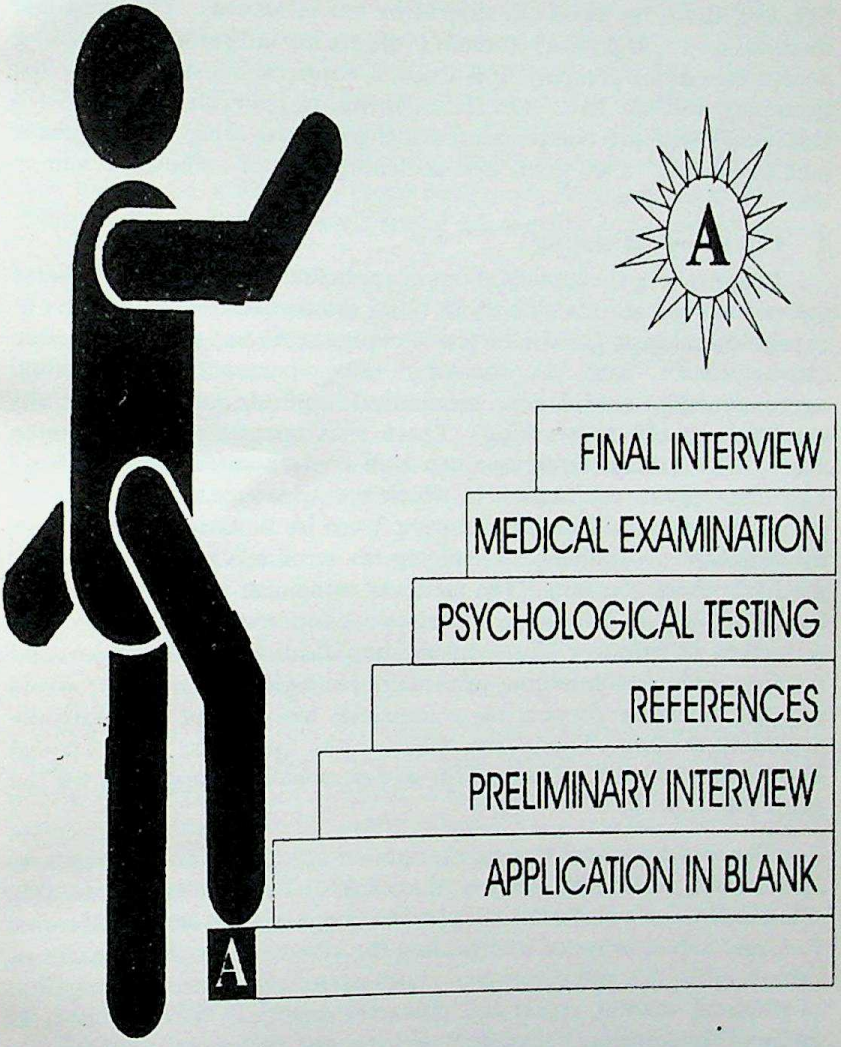
employment, the amount of earnings, the volume of his sales his attendance record, his nature of work etc. can be verified.



The most effective way is to have personal contact either in person or on phone. The confidential information can be had from them without any personal prejudices. Some companies do not hesitate to collect information about salesman from the customers. Still some companies go to the extent of personal credit investigation of the salesman. It is because, the way a person handles his personal finance

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is often indicative of his industry, responsibility and the ability of discipline himself. Of late, it has become a normal practice to get the views of the wife of a salesman as a husband of his career. It is because, the sales career is shaped by her influence. The desirable qualities most sought in a salesman's wife are her interest in his vocation, acceptance of his presence and absence, cooperation, stability, loyalty, grooming and the like. On the contrary, undesirable qualities of a salesman's wife are complaining, nagging, domineering, extravagance, lack of interest in his work, non-sociability lack of enthusiasm and so on.

4. Psychological testing :

In appraising the qualifications of applicants, most of the companies use psychological tests along with other selection devices. Variety of psychological tests are conducted to recognise and appraise intangible characteristics such as mental ability, personality, sociability, aggressiveness, confidence, mechanical aptitude and other traits essentials to effective selling. These tests operate on the common theory that human behaviour can well be forecasted by 'sampling'. The test creates a situation in which the applicant reacts and such reactions are considered useful samples of his behaviour in the work for which he is applying. Divulging the weakness of a candidate is the basic tenet of a test. The merits of using tests are : improvement in the quality of salesmen, attraction of better qualified applicants, reduction in turnover of salesmen, simplification of supervision and training, reduction in selling costs and increase in sales volume. Tests put the selection process on a impartial footing and automatically eliminate misfits. These tests measure the aptitudes, skills, special knowledge, interest, mental ability and personality in applicant for the sales job.

The psychological testing can be considered under two heads as "personality tests" and "sales aptitude test". Personality is the totality of an individual's characteristics and encompasses the emotional traits, feelings, habits, ways of interpreting the situations or the remarks of others., attitudes and reactions. Sales personality is the congregation of physical, mental, social and character qualities. Personality tests compare an applicant's responses with those of others whose personality characteristics are known on such traits as self- confidence, leadership, aggressiveness, sociability and the ability to gain the approval of others. On the other hand, sales aptitude tests consider the aptitudes that he is having in the field of selling. Sales aptitude is a natural, potential capacity to sell goods and services and deal effectively with sales problems. It includes the ability to acquire and employ the techniques necessary for success in selling. Some inherit the sales aptitudes such

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as remembering names and faces, resourcefulness in meeting situation that crop up in interviews, understanding woman relations and the like. The aptitudes of sales are self-discipline, self-motivation, resistance to discouragement, ability to accept and appreciate criticisms, diplomacy and tact, controlled aggressiveness, ability to communicate, verbal intelligence, emotional stability, initiative, maturity and judgement. That way, personality tests and aptitude tests did not differ much. The only point of difference is that the aptitudes are the traits that are given while personality traits are more developed than given. In addition to these basic tests, interest tests, learning ability tests, special skill tests, social intelligence tests are employed.

5. Medical examination :

Verification and confirmation of physical fitness demands that every 'promising' or 'likely to be selected' candidate is to undergo an indepth medical examination by a doctor. This is a physical examination by the company physician or a doctor or repute is an essential step in the selection process. The health of a slaesman affects his sales ability to such an extent that an applicant with otherwise good, qualifications who has a poor medical history or a serious physical handicap, is not likely to be successful. The physical requirements of a sales job should be analysed with the assistance of a qualified physician and the minimum physical qualifications be established. Questions relating to health should be incorporated in application forms to bring out health requirements and to help the selection committee in appraising the physical fitness of applicant.

A candidate suffering from high blood pressure, foot affliction, kidney and heart troubles, tuberculosis, cancer and the like should not be appointed as their longivity is numbered in days. That is why, many candidates refuse to undergo medical test for the fear of being disqualified and rejected. It is better to reject such candidates at the very outset than repenting at leisure. At the same time, it is the moral responsibility of a candidate to disclose clearly the facts of his health condition for mutual benefit.

6. Final interviews :

Any candidate who has corssed all the above five hurdles stands the chance of final interview. The selection committee by now is having at its disposal all the details about the candidate in terms of qualifications, references, psychological test reports, physical test reports. All these pave the way to the selection committee to come to the final decision.

The final interview provides an opportunity to question an applicant further concerning his liabilities and to decide whether or not they

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may seriously affect his sales performance. The final interview is not as wild as the earlier one but it is much milder. When a favourable decision has been made to hire an applicant, he should be asked to answer certain questions as to whether he is willing to accept the job and work with right earnest as the selection committee impressed with his performance ; whether he is working longer with loyalty and dependability ; he must be informed about the compensation, territory, working hours and reporting and the like he should be given the opportunity to clear his doubts before accepting the offer.

Agreements with salesmen :

The relationships between the salesmen and the employers has become much more significant these days as the responsibilities of salesmen have multiplied on one hand and the control exercised by the management over their activities on the other. Now the stage is reached where the relationships between the salesmen and the employers in good many firms are regulated by agreement between the unions of salesmen and the employers. With a view to give a better understanding of the conditions of their employment and improve salesmen and management relations, the progressive employers are making formal or written agreements with them. That way, informal understandings and verbal agreements covering the duties and responsibilities of salesmen, their compensation and allied aspects have been used by companies because these are as valid as written contracts. However, such contracts being founded on mutual trust and faith, lack of proof may lead to a kind of manipulation and exploitation. The result is that there will be misunderstandings concerning the obligations of employers and employees which weaken employee morale and increase employee turnover to the detriment of the concern. For these reasons, a formal written agreement is a must. Any formal agreement may be a simple memorandum, a letter, a statement relating to the main terms and conditions of service.

Contents of Agreement :

Generally the provisions of an agreement with salesmen are determined by the nature of salesman's tasks, the sales policies of the employers, the methods of distribution, extent of control expected by the employer over salesme n, the type and variety of products or services sold, methods of compensation and other problems and issues involved in the relationship between the salesman and his employing company. The major aspects covered are :

A. Compensation arrangements.
B. Territorial assignments.
C. Termination of employment.

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D. Duration of agreement.
E. Price-quotations by salesmen
F. Travelling Expenses of salesmen
G. Agreements made by a salesman on behalf of his employer.
H. Salesmen in competition with the former employer.
I. Clauses relating to sub-agencies by the salesman.
J. Employer's rights to salesmen's discoveries and improvements.
K. Security bonds.

These formal agreements betweeen the employer and the salesman as well as between an employer and a union representing the salesmen should be prepared by the legal department of the company to ensure that all the provisions comply with the law of the state that govern such agreements and contracts. It is the legal staff that drafts such agreements and is duly signed by the parties of the contract namely, the employer and employee with two witnesses duly countersigned by the sales manager on behalf of the company if top management does not sign.

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CHAPTER 16

TRAINING OF SALESMEN

General :

Recruitment and selection of candidates for various sales jobs lead the sales manager to another immediate and sinewal responsibility of training them. In the good old past, a salesman was largely left to his own resources and efforts and not subjected to formal training because, it was thought that good salesmen were 'born' but not 'made'. However, today's sales managers have the reverse thought that good salesmen are made than born through well-organised and directed sales training. It is more detailed, thorough practical and complex as salesmanship is accepted as a highly specialised and professionalised activity. Thus, organised training is an essential con-comittant of modern marketing management. Therefore, this chapter plans to discuss the various aspects of sales training to make him not only perfect but exact.

What is sales training ?

Training is not something that is thrust upon the sales organisation as a superficial thing. It is one of the basic needs of a growing organisation. It is thickly intervowen in the fabric of a unit irrespective of its nature and size. Training is the process of perfecting the performance by plugging the gaps in the field of doing a given task. It is the act of increasing the knowledge and skill of an employer for doing a particular job. It is an organised activity designed to create a change in the thinking and behaviour of employees. Training is the stimulus and support to the development of inborn qualities and potentials. It is a systematic approach of the organisation which aims at improving aptitude, skill and acumen of employees in bettering their job performance. It is a continuous process that has four elements of telling, showing, letting to do it and checking the doing of employees that they are up to the expectations. Sales training is that responsibility of a sales manager that eats away the laxities of a potential salesman, gives him a finishing touch to make him more supple and suitable for the sales line. It is a process by which salesman's attitudes, skills and acumen are harnessed for job performance. Training a salesman is to increase his knowledge about his firm, products, markets for easy and smooth gliding.

It is really worth emphasizing, at this level that the term 'training'

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is not the same thing as 'education'. Education has focus on increasing general knowledge and understanding of total environment while training is to impart knowledge and skill in a particular aspect. Further, training is the responsibility of the individual organisation while education is that of an education system of a country or a state consisting of schools, colleges and universities.

SIGNIFICANCE OF SALES TRAINING

There was a time when it was thought strongly and wrongly that the good salesmen are 'born' and are not 'made'. Hence, training was considered a futile exercise. However, in the to- day's competitive world, modern marketing management is constantly devising the new ways and means to train the army of salesmen so that the company forgoes ahead with raised crown well above the crowd of competitors. The real need for sales training arises mainly out of the following.

1. **To better the sales performance**—A sound sales training can be the cause for bettering the sales performance. Bettering the sales performance means increasing the sales volume, decreasing the selling costs and increasing the profits through improved productivity and profitability. Some have a wrong notion that sales of the company can be increased by introducing latest products, resorting to advertising and sales promotion gimmicks. The problem of a progressive sales organisation is to achieve improvement in the sales performance with least upward charge in the budget. In any organisation, there is always a small group of employees that brings the success as the group is group of good workers. If the results are to be further improved it is the other group that is to be repaired through sales training. It is these "So So' mediocre salesmen that they need improvement, which is possible through sales training within the unit.

2. **To provide expert knowledge**—In fact, there is no substitute for actual experience which is to be gained than bought. It is the sales training that briefs, cuts, shapes, polishes and prunes the 'novice' to acquire essential knowledge about his products, people himself, his company, his competitors so that he can come up in his sales box, with confidence and guarantee. Even in case or experienced salesmen, it provides him with perfect knowledge about the fundamentals and advanced aspects of successful selling through refresher courses. Training is essential to both 'born' and 'made' salesmen because the sales line is dynamic and ever changing.

3. **To curb wastages in the unit**—A well trained salesman is sure to cause least amount of waste of time, talent and treasure. He handles goods with utmost care, needs no supervision, no instructions as he is the self starter, he needs less time to adjust on a productive basis ; supervision gets simplified and more effective ; intangible losses created

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by his mistakes are avoided. The rate of turnover is reduced to a great extent as the firm is blessed with a satisfied salesmen. This reduces expenses on recruitment, selection, training, psychological pressure on other salesmen.

4. **To influence the people favourably**—Sales training teaches the best ways of influencing the people particularly dealing with fastidious customers, handling complaints, opening new accounts, negotiating at top and obtaining sales appointments, planning the growing and diversifying work, preparing quotations and talks, answering objections and closing the sales. It is sales training that equips the salesman with the latest techniques that stimulate the demand, ensulate profits of the company, raising the status of the firm in triple markets of money, labour and products.

5. **To improve his earnings**—Effective sales training makes it possible for a salesman to increase his sales and earnings, to win recognition and to qualify for promotion to a supervisory position his attitude and interest in his work greatly changes and improves. As a professional, his diagnosis of the problems of his customers and viable solutions to these problems are not only easily possible but lucrative. His knowledge gets enriched as it turns multi- disciplined as he is to know engineering, manufacturing, market research advertising, finance, economics, psychology and so on.

6. **To sweeten the employer employee relations**—Any salesman who is self-confident dependable and responsible is a contented soul caused by rich and scientific training. A person who has become one with the organisation and his job, he has job security and job satisfaction and such persons stick to their jobs and organisations longer. It implies no or lesser employee turnover, increased sales, increased earnings, improved status, no strikes and lock-outs, no absenteeism—all contributing to the high employee morale. So long as the employer-employee relations are sound and sweet no force on earth will damage the organisational growth and prospects.

LIMITATIONS OF SALES TRAINING

In spite of the above solid reasons making a very strong case for sales training, many sales managers give their salesmen little or no training because of the following reasons which can be considered as the serious limitations of training.

1. **It is expensive**—If one consider, the cost of training a young salesman newly recruited, works out really much higher. In the Indian setting, the per capita cost at present price level works out in the range of Rs. 25,000 to Rs. 65,000 depending on the complexity of the sales job. This includes his training period material, salary, instructions, and time. The initial investment is to be made without

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any guarantee that the benefits fall to the training house. At any time, the trainee may be flicked by competitors.

2. **It is time consuming**—Most of the employers hesitate to train their sales army because of the prolonged time for completing the training programme on hand. The usual time narrated by a sound training programme varies widely depending on the complexity of sales tasks and the nature of products sold. Thus, in case of salesmen dealing in staple consumer goods need a training period of 18 days to 18 months. In case of speciality goods and technical products, the period ranges from 3 months to 3 years. Salesmen of wholesalers and service line need a period of 6 months. The story of refresher training is different. It is a matter of 3 days to 3 weeks.

3. **Results are intangible and slow**—It is true that a salesman who is experienced in a line is superior to a raw- hand. There is no perfect substitute for such rich and varied experience. However, it can be hardly purchased in the open market for a price. This tangle makes the firms to go in for the sales training. However, the employers accept the proposal with two minds because, the results are not really tangible and slow in impact. The results cannot be measured in concrete terms. Thus, a sales manager cannot say a training for a period of 6 months increases his sales efficiency by three times. There is no such correlation because, the final results are the outcome of many sales variables which are beyond the reach and control of salesman, however, carefully he is being trained.

4. **It turns spasmodic and conflicting**—Some wise sales managers think that selling involves good many variables that it is impractical to train a person to deal with complex sales situations. That is, the training must be well organised, planned, continuous and implemented failing which other sales problems side-track this training making it spasmodic and conflicting finally resulting in a failure. An organisation's sales training programme must be made to order because, each sales organisation has unique situation with divergent sales tasks, products, types of customers, types of salesmen employed. The individual needs differ widely and they are to be met with.

It should be noted here that the limitations of training are not really serious as they are posed which are inherent and some of them can be softened by sound management. Like any other activity, it has both the plus and minus points. However, plus points out weigh the minus points and make a very strong care for the sales training.

OBJECTIVES OF SALES TRAINING

Any sound training programme based on training principles has the following objectives to achieve.

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(1) To acquaint the new recruits with the fundamentals of successful selling.

(2) To reduce the turn-over and absenteeism of sales-force.

(3) To improve the productivity and proficiency of professional selling.

(4) To build a reserve-force to replace those who vacate at any moment of time.

(5) To identify and cull the misfits from the organisation.

(6) To raise the employee morale for sound men and boss relations.

AREAS OF SALES TRAINING

Sales training is very comprehensive phrase and covers generally three broad areas namely knowledge, skill and attitude – all three a must for development of an effective salesman. Most of the training programs focus on knowledge thus ignoring skill and attitude. One is incomplete without another as each supports another and all make it a sound programme. These three divisions present distinct training problems calling for different methods of training. A balanced program covers these three major heads and each head having sub-areas which are described as under :

A. Sales knowledge :

Sales knowledge training embraces good many sub-areas which together provide solid background to a trainee salesman. These are outlined below. The extent of information to be given to the salesman of these sub-areas varies with such variables as the objectives of training, the tasks, the nature of product and the market.

1. Knowledge of the company – It includes history of the company as a sub-system of industry, top men, executive personnel, supervisory personnel and personnel in general at floor level, labour relations, plants and branches, financial status, management philosophy and policies ; methods of distribution ; organisation structure ; research and development : competitive position : sales volume, value, and prices; office routine ; social responsibilities and the company services.

2. Knowledge of product and service – As product or service knowledge is essential to every salesman, it should include product buying motives and applications ; outstanding product features ; raw materials used in the product, the manufacturing processes, development of the product or the service, competitive portion of its supply conditions ; relation to other products in the line, varieties, sizes, types, colours and other variations ; service and maintenance of the product and the product policies and strategies.

3. Knowledge of his job – A trainee salesman needs to be given

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a detailed description of his tasks of sales line, his duties and responsibilities regarding selling, executive, service, merchandising and public relations.

4. Knowledge about advertising and sales-promotion—The manufacturing and selling houses resort to advertising and promotional activities. Salesman is to know the benefits of advertising to distributors and dealers, different media and their values, features of individual ads, advertising scheduling, advertising coverage, advertising effectiveness, cost of advertising. Similarly, he must be made to know about promotional media as related with aggressive selling as consumer and dealer contests and competitions.

5. Knowledge of sales policies—It is very essential for the salesman to know the sales policies and strategies covering wide range of areas such as pricing, credit, guarantees, returns and adjustments, mechanical service, cancellations, payment of freight, protection of territory and exclusive sales rights and so on.

6. Knowledge of customers—Clear understanding of customer and his or her needs is the tenet of successful selling. Therefore, sales training should provide him with facts about buying motives, needs, product application, qualifications and attitudes of buyers, the buying process, psychology in buying, factors influencing buying decisions, consumers resistance and the like.

7. Knowledge of installation and mechanical service—A salesman dealing in technical products needs a comprehensive and authoritative knowledge of each feature of mechanical service of what the product he sells. It includes product guarantee provisions of the service policy, service personnel, accessibility of service, service equipments and facilities, maintenance needs of a product, availability of service, owner's experiences with service, cost of service, authorised servicing centres and competitive servicing.

8. Knowledge of competitors—A person who is going to accept the crucial role of a salesman is to accept competition, respect it and meet with success. Therefore, the knowledge about competitors is a must. He is to be fed with the detailed information as to who are the firm's rivals, the strongest, the normal and the weakest, what are their strengths and weaknesses ? how long are they operating ? how they operate ? when they operate ? where they operate ? how to capitalise on the soft corners of the company rivals with ease and effectiveness ? and the like.

B. Sales skill training :

Skill is the ability to apply the knowledge so acquired. Sales skill training involves the development of ability to use sales knowledge effectively. Unfortunately, skill training is neglected in many of the

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sales programs because, it is costlier, requires skilled trainers and time consuming. Acquisition of a selling skill is like learning a play under the guidance of a professional player. It becomes a matter of telling, showing, letting him to do, checking him till he reaches that stage or degree of success. Sales skill training covers the following areas :

1. **Skill in getting sales-interview**—The starting point in salesman and the consumer contact is getting interviews with potential customers. Securing an interview requires a skill in creating good first impression, cultivating the barrier, interviewing sub-ordinates meeting excuses, securing co-operation of third parties, use of telephone and allied techniques.

2. **Skill in opening the sales-interview**—In sales talk a salesman who opens well, closes well. The opening remarks made by the sales man are most important. Such a skill formation includes effective handling of social preliminaries to the interview, the opening statement, dealing with diversions, establishing the need of the buyer and other tacties of getting good start.

3. **Skill in demonstrating**—Demonstration is a part of sales presentation. Showing buyers the merits of a product by demonstration is one of the most convincing sales strategies. Most salesmen fail in demonstrating as it is a skillful activity. Therefore, how to conduct a demonstration is an important part of skill training. It involves preparing for demonstrations, construction of demonstration on buyers' motives and needs, getting buyers' participation, securing favourable commitments and use of demonstration to close the sale.

4. **Skill in overcoming objections**—A salesman is put to acid test by the consumer objections. His ability is marked as overcoming objections is a major problem faced by each salesman. Skill formation in this area covers welcoming the objection, anticipating obstacles, qualifying as mere excuses and genuine objections and effective disposal of excuses and objections as and when they crop up.

5. **Skill in closing the sales**—Though the basic aim of salesmanship is to close the sales most fail to close well, though they start well. That is, their sales talk goes futile as they lack ability to get favourable and firm buying decision. Being the crucial phase, development of skill comprises of strategies such as tryout close, watching buying indicators, asking complimentary questions, implying ownership, getting basic buying decision, emphasizing outstanding features, offering special inducements and use of such other tactics that get buyer's decision.

C. Sales attitude training :

The attitude of a salesman towards his company, his management,

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his products, his sales jobs—all influence his selling behaviour and sales effectiveness. His attitude may be positive or negative. Negative or positive attitude may turn him unconcerned, indifferent and unenthusiastic. Therefore, an important objective of attitude training is to win a passive attitude into active or passive into a negative, a negative into a positive or vice a versa. It is positive attitude that motivates and it is that motivation that leads to high morale. Any good attitude training programme course covers the following :

1. **Training for physical fitness**—It is rightly said that a sound mind rests in a sound body. Physical fitness and well being have deeper impact on mental attitude training to keep salesman in good physical shape by means of adequate and regular exercise, proper goods, sleep and relaxation—all go to improve their attitudes towards their work. Physical fitness is the outcome of respecting of health rules, enjoying exercises and entrenching in recreation.

2. **Training for personal effectiveness**—Personal effectiveness is the product of positive attitude that stems from sound mental, social and physical characteristics. Salesmen must be trained to develop their personalities, to relax, to read purposively, have definite goals, to work under pressures and strains and know themselves. Social development of salesman is possible by developing worthwhile associations, participating actively in business and community enterprises, avocations and hobbies.

3. **Training for improved personal relations**—Salesman is to move along with the current, he should have the ability of getting along with associates and customers which is a mark of social attitude and extroversy. He should be trained in aspects of consideration for others, courtesy, good manners, tact, tolerance, patience, sincertiy and genuine liking for the people he comes in contact.

Thus, this three-dimensional sales training programme produces a whole man an effective salesman to cope with the changing challenges of this dynamic sales world.

THE METHODS OF TRAINING

Each sales organisation has option over the variety of methods and tools of training the sales-force depending on the individual needs and the resource permits of the organisation. These training methods may be individual and group.

A. Individual methods :

Individual sales training methods are micro level training from the angle of each salesman. It is individualistic approach—highly personalised involving direct interaction between the trainer and the trainee. It is a rifle-firing approach. These methods are a must where sales-force to be trained is limited and needs individual intensive

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attention. There are two such methods namely—on the job and programmed instruction.

1. **On the job training**—It is that method under which salesman is given the opportunity of observing and performing the selling job of a typical salesman. Keen observation and active participation are the tenets of learning on the job. The trainer is observed and trainee performs. The trainer corrects the trainee in case he has any pitfalls. This method being on the job is also known as the field training.

2. **Programmed instruction**—Programmed instruction or learning is a linear programme of instructions in which the total subject-matter of training is broken down into chunks called 'frames' the numbered instructional units. Each frame explains specific points, questions, problems, and solutions. The trainee is expected to learn through these frames by solving the problems and then verifying them with model consumers or solutions. He repeats the frame till he gets correct solution or solutions to his problems.

B. Group training methods :

Group training methods are those that are employed in training a group of salesmen. Here, the trainees may be passive observers or listeners or can be active participants. The most commonly used group training methods are—lectures, discussions, role- playing, sensitivity-training and sales demonstrations.

1. **Lectures**—Lectures by the trainers or the branch managers to a group of say 15 to 25 salesmen is the most common method of group training. It is more suited to teach actual information ; to be effective, lectures are to be properly planned, dilligently delivered and variently validated. Current examples, visual aids, authentic information make lecturing interesting and inspiring. The special merits of lecture as a method of sales training are—saving in time, economy, ability to teach large groups and comprehensive and organised presentation of training material or contents. However, it is one way approach where trainees are passive listeners or observers.

2. **Discussions**—Discussions are possible in sales training conferences. This works best in training experienced salesmen. There can be group discussions ad panel discussions. In case of group discussions 15 to 25 persons come together who are to exchange ideas, pool and share experiences and work out solutions to common problems. The discussion matters include current selling problems such as meeting price competition, meeting objections, closing sales, handling claims and adjustments and so on. Group training discussions should be thoroughly planned to ensure their success. As far as possible, only experienced salesmen are to be allowed to participate. The attendance should be purely voluntary.

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In case of panel discussions, there will be a leader and four or more salesmen on a panel who follow planned discussion of a sales problem in response to questions set by the leader. The leader presents and explains the sales problem, calls upon each member of the panel by rotation to comment, closes the discussion and summarises the views of the panel.

3. **Role-playing**—Role-playing or Sales dramatisation is another excellent method of training a group of salesmen. Under the method, the trainer and another salesman or salesmen working together assume and play the roles of say salesman and different types of customers, showing the most effective method of demonstrating, clearing the doubts or making complete sales presentations. The criticisms and comments by the trainer and the members are dramatised to look like a real situation. Usually, the situations are unreleased and the skillful resistance on the part of opposing roles and to the realism and effectiveness of role playing. Role-playing can be assigned to trainee salesmen. It helps to develop skills and confidence through participation where he learns by doing.

4. **Sensitivity training**—Sensitivity training method is the youngest of methods. It belongs to 'T' group, a highly participative learning method whose purpose is to improve trainee's skills in working with other people by increasing the ability to appreciate how others are reacting to one's own behaviour, to guage the state of relationships between others and to carry out skillfully the behaviour required by the situation. In precise terms, it aims at making the trainees more sensitive to their environment and customer's behaviour. It involves role-playing and interacting with other member trainees so as to increase the self-ability to listen and understand the customer. There will be post role- playing analysis in case of each role with reference to motives, instincts, actions, proctions, reactions and other remarks with a view to find out the rationale behind others' behaviour and suggest the ways to adjust to the same.

5. **Sales demonstrations**—Under this method, the trainer shows the salesman or a group of salesmen how to present facts, meet competition, open interview, answer objections and conduct demonstrations. Each salesman is expected to present information effectively about his company, products, policies and know as to how to close the sales. After the demonstration, the trainee salesmen may be asked questions to verify whether they have really understood the implications of demonstration. This method of sales training cannot be as effective a role playing because, the latter hardly gives chance of fuller participation.

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EVALUATION OF SALES-TRAINING PROGRAMME

Periodic evaluation of the sales training and training programmes through which it is done are a must to keep the top management and the sales-force informed of the real value of training. Further, such evaluation makes possible further improvements in the programme content and the impact on trainees. Evidence of training effectiveness is clearly manifested in increased sales volume, lower selling costs, reduced returns, reduced turnover of sales force and well balanced full-time selling. The other and more important indicators of satisfactory training are improved employee morale, interest, goodwill, cooperation and devotion of salesmen.

The proofs of improved training can be traced to salesmen's records of volume, performance against quota, new accounts opened new prospects secured, size of the unit sales and the like.

Placement of Sales-Force :

As the trainee salesmen settle as full-fledged daughters in law of the sales organisation, they are placed on jobs or they are assigned the job for which they were hired. In case of sales force, job assignment implies selling company products in company's markets or market segments. These market segments for ths purpose are called as "sales territories". Sales territory is the number of customers comprising te geographic territory. Number of customers are known as 'accounts'. Such sales territories are fixed on the basis of potential demand for products in that area. To secure maximum sales at minimum selling costs, systematic coverage of sales territories is essential. Therefore, a salesman's activities must be planned in advance, travel must be organised ; prospects must be selected ; interviews arranged ; presentations prepared and customers followed up at appropriate time interval. Allocation of sales territories is often followed by the planning of routes that each salesman should follow within his own territory. It calls for the determination of places to be visited, the number of customers to be interviewed and the number of calls to be made each day with pre-set schedule.

The basic objectives of fixing sales territories or assigning sales job are :

1. to perform contactual function
2. to compare individual performance
3. to fix the responsibility
4. to minimise sales expenses and
5. to motivate salesmen.

Factors determining sales territory :

There are certain factors which are to be taken into account while

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assigning sales territory to the salesmen to get best out of them as the means of job assignment.

1. Ability of sales-force—While assigning the sales territory the sales manager is to take into account the ability, initiative, drive, effectiveness, health and vitality of each salesman which differ widely. Hence, each salesman is to be assigned the jobs load according to his ability. Any mal- adjustment will result in frustration or a drag where sales-force does not stick and stay. Never try to cross the limits of individual abilities.

2. Nature of sales efforts—A given territory has a number of customers or accounts. These accounts are not uniform in terms of efforts to be put in by the sales-force. Some accounts might be easier to handle with little sales efforts while some might require heavy doses of sales efforts. It is the nature of customers that decides this degree of input. Therefore, there should not be a blunder of assigning only easy accounts to one and fastidious to another. Such policy creates heart burning among salesmen as their earnings differ depending on results shown. As far as possible, combine good and bad and indifferent types of accounts so that each has the taste of all sorts.

3. Sales effectiveness—The sales effectiveness of a salesman is not depending merely on his ability but on the environment in which he works. The salesman may be very able enjoying attractive personality and other requisites of a good salesman yet he shines in one territory but may fail in another. More than his competences environmental factors such as behaviour of customers, customs and traditions, psychological make up, religious beliefs, taboos and the like may exert considerable influence on sales effectiveness of a salesman. This factor is to be given due weightage while assigning the sales job.

4. Sales potential—Sales potential of each territory differs and has commanding effect and bearing on salesman's performance. A company may succeed in apparent equitable geographic area as sales territory. However, they differ in actual slaes potential they have. A salesman assigned of a territory with high sales potential does well easily with easy efforts and is happy and contended ; on the other hand, a salesman assigned with low sales potential territory will sweat and frustrate with the discouraging results. Therefore, such differing sales potential of each territory is to be taken into account while assigning the job.

The usual principle, therefore, followed is "assign salesman that sales-territory where his relative contributions to the total profit is the maximum."

Factors determining size of a sales territory :

The actual size of the sales territory is influenced by a set of

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factors which is to be noted by the sales management. Consideration of these factors helps the sales management to expand or contract or readjust the size of a sales-territory. There can be as many as eleven factors. These are :

1. **Potential volume of sales**—While determining the size of the sales territory, the potential sales volume of such an area should be ascertained to ensure that the salesman has adequate sales opportunity because such sales potential serves as a standard for measuring the performance of a salesman. Such a potential should be comparable to other territories to give him an equal opportunity for earning. Sales volume potential of a salesman's territory is decided by making a market analysis of each sub-territorial unit embraced in a salesman's territory and then combining the potential of all sub-territorial units to arrive at the total potential of the said territory.

2. **Competition in the sales territory**—It is the nature and the extent of the competition that affects the size of the territory. If the competition is keen, the sales call-frequency must be increased and the size of the territory accordingly be reduced. On the other hand, when the competition is not sharp, the buyers may be seen less often and the salesman cover larger territory. Larger territory is a must if there is keen competition when there is larger potential sales possibility and vice-versa. The degree of competition is dependent on the nature of product and the rate of consumption of that product.

3. **Demand for the product**—The demand for the product in a territory affects the side of the sales territory covered by a salesman. If there is a little demand for a product, a salesman is likely to take more time to make sales, therefore, the number of contracts are reduced and a smaller territory is needed. On the contrary, when the demand is more, he has more calls to be made for increased and time devoted per call is reduced, thus indicating a larger territory.

4. **The type of the product sold**—A product which is a necessary will have repeated sales and will mean high turnover requiring a smaller sales territory as commodities are fast moving. On the other hand, the products which are comforts and luxuries—particularly the consumer durables have limited and infrequent sales to a limited number of lawyers, warrants larger sales territory.

5. **Economic conditions**—The economic conditions prevailing in the sales territory divide the size of the territory. Favourable economic conditions justify thorough coverage and a smaller territory. Adverse economic conditions warrant a creation of larger sales territories so that salesman may secure a profitable volume of sales. Favourable economic conditions we mean—a state of affairs indicating increasing population, employment, income and hence, demand. On the other hand, adverse economic conditions refer to unemployment and

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under-employment, decrease in population, income and, therefore, demand.

6. Cost of covering an area—Each company has a standard ratio of sales costs to net sales and to maintain this ratio, the size of the territory needs adjustment—making other smaller or larger than existing one. Take a company has a ratio of 8% of net sales. That is, the sales expenses of Rs. 8,000 are to generate sales of Rs. 1,00,000. However, if the sales are only 50,000 the ratio goes up to 16% to spend same amount of expenses instead of 8%. It means that sales territory should be enlarged so as to get sales of at-least Rs. 100,000 to justify 8% expenditure. On the other hand, the size of the territory may be reduced to cut the cost of coverage if this can be done without courtailing the sales volume. That is, a territory should produce enough sales volume to justify the expenditure.

7. The sales policy—The sales policy of a company has a deep bearing on the design and size of the sales territory. When the sales policy is one of a brand and national coverage, a larger sales territory is indicated. In case it wants to have an intensive and thorough coverage of local and regional areas the sales territory will be smaller. Again, a policy of "skimming the cream" will warrant larger territory because the firm wants to have contact with key accounts. On the other hand, "penetrating" policy will mean more contracts of smaller and larger potentials demanding a smaller territory.

8. The method of distribution—The method of distribution does affect the size of the sales territory. When a product is sold through wholesalers and chain stores, the number of buyers to be contracted is limited and the size of the territory may be larger than if a product is sold direct to the consumers. Further, salesmen calling on retailers will have smaller territories than selling houses high priced items because, there are large number of consumer goods retail outlets than consumer durable retail outlets.

9. The program of sale promotion and advertising—Good advertising develops encouraging demand. This makes possible a salesman to secure larger share of potential market and warrants designing of smaller sales territories. When the salesman is assisted by the sales promotion program his work load increase and needs a smaller territory. On the other hand, ineffective sales-promotion and advertising will conversely warrant the territory to be larger.

10. Calibre of middlemen—Efficient high volume dealers—may be wholesale or retail-receive more of salesman's time than the inefficient and low volume dealers. When a territory is consisting of many high volume dealers, the salesman is naturally expected to concentrate his time and efforts on these, and this fact needs

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adjustments in the size to enable the salesman to have maximum returns for his efforts and time.

11. Ability of the salesman—A good salesman can handle more accounts effectively than an ordinary salesman and, therefore, the efficient or, the able salesman should have larger territory than the inefficient ones. That is why, the trainee salesmen are assigned smaller territories. The age and the physical fitness of a salesmen are also important. Younger salesmen backed up with great energy can make more contracts than an aged salesman. A slow moving salesman needs a smaller territory than the one who moves faster.

SALES QUOTAS

What is as Sales Quota ?

Quota implies expected performance expressed in volume or value over a period of time. Sales quota is the estimated or predetermined volume or value of sales expected to be achieved by the sales-force over a given period of time. It is the sales objective set up an individual salesman the sum-total of which is the total sales volume, in the sense that such a volume of sales represents the quota or share of the market which a particular firm plans to secure. Thus, quota is a quantitative assignment of objective to be achieved specifically by a unit in absolute terms. A quota specifies the desired levels of sales volume with its specific touch to indicators such as expenses, gross margin, net margin and return on investments.

Though quota is set for an individual salesman and a market segment or a territory, it applies equally to middlemen. Quota is fixed for a sales region or other marketing unit at higher organisational levels. Then such a quota is broken into lower level units such as sales districts, sales supervisors and salesmen. Sales quota can be considered as an effective device to direct and control sales operations of the unit. Quotas are closely linked with the sales budgets and sales forecasts. In effect, sales budgeting pre-supposes the existence of quota system. In short, sales quota is the life- blood of a business and serves both as a goal and as a means of measuring the performance of a company in the light of the goals set. It is also a basis for setting sales and operations budgets.

Why to fix Sales Quotas ?

There are certain basic reasons for setting sales quotas to the sales people. Among others, the most specific reasons are four as given by Professor R R. Still, Professor E.W. Cundiff and Professor N.A.D. Govani. These are :

1. To provide quantitative performance standards—Sales performance in every company varies—product to product, territory

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to territory and person to person and also from time to time in each case. Sales quotas if set scientifically, can be used for appraising the performance of individual components of the selling operation. Quotas represent the realistic levels of desired performance and, hence it is possible to evaluate and compare the effectiveness of sales personnel so that weak and strong areas of performance can be brought to light.

2. **To motivate desired performance** – Quotas are very often used to motivate the salesman, middlemen and others involved in the sales operations to attain certain level of performance. Quota is a device to inspire, encourage and stimulate the sales-force achieving improved heights in performance. A quota really to serve the purpose of motivation – should be attainable with justifiable pride. It must be based on the subjective judgement. Past sales experience and analysis of sales potential combined with attainability will have the way for greater success.

3. **To get more effective cost control** – In budgeting, sales quota plays a decisive role as the starting point. Sales quota is not only the beginning but the end of budgeting process. Control over expenses and, therefore, profitability of the sales can be lightened through quotas. In cases where sales expenses are reimbursed, the expense quota can be expressed as a percentage of sales. Others may set rupee expense quotas to inform the sales people, that their effectiveness is approved or appraised and their success lies if they stay within these limits set. Conversely, some companies may establish quotas for rupee profit or profit percentage on the sales which becomes the basis for their accountability. Budget quotas serve a lot to shift the thrust on making sales to expense control, thus increasing the profitability of sales.

4. **To use in sales contests** – Sales contests are the means of getting extra business. Contests do not mean the average performance. The participant is rewarded for the above average performance. That is why, special quotas are set which are estimated at higher level of performance. Companies using sales contests welcome sales quotas because the sale quotas act as the basis for making awards. Sales contests are likely to be more effective motivators if every participant feels that he or she has equal chance of winning. Accurately set quotas have the ability of adjusting the differences among the territories and sales people. To get best out of the sales contests, sales quotas are made to play a special role to make average sales people to move up in their level of performance.

Factors considered while setting the Quotas :

The veterans in the field have studied carefully this crucial area of sales management and have given the following points as the factors which are to be borne in mind while setting the sales quotas.

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1. Estimate purchasing power—The first point that needs attention of the selling house is that of estimating accurately the purchasing power of the customer—may be business or non- business. If the selling house is thinking of selling colour television sets in a particular city, the first the house is to know how many sets are needed; rather how many are able to buy. This involves the study of their purchasing power and the status in the society. Based on this, a reasonable sales quota can be fixed for a salesman. In other words, the company should determine what share of industry it wants to have. This requires a knowledge of what the total industry is doing, of course, with the projection of expected growth.

2. Study the past sales—If the company is in the same line of products, the record of past sales will be a valuable source helping in projecting the future sales, subject to the due adjustments of changing variables. Even the new companies do depend on the sales of an established business house in the line to determine its share and base on such findings quotas are fixed with good deal of success. A company is expected to build upon the sound foundations laid down in the past. It should therefore, consider its heritage, status, reputation and image in the market.

3. Consult facts and opinions—There are people who know facts about varying market conditions who being the keen observers are in a position to form definite opinions based on sound judgement and vision. Thus, it pays to consult the dealers—may be wholesalers or retailers or both—who would be able to give the likely sales of products or the entire product range.

4. Investigate sales policies—The sales policies of selling house have bearing on the sales quotas which can be fixed and revised with the changes in the components of sales policies. It is known fact that if the selling house is able to devise a liberal credit policy in case of quality goods, with discounts—both quantity and cash—one may think of expanding the sales possibilities and, hence the quota can be increased considerably.

5. Guage the nature and extent of competition—The strength of the competition prevailing in the market decides the size of the quota for a salesman. A company enjoying a near monopoly position has assured sales and can give larger quota to its salesmen. On the other hand, a selling house facing keen competition will have to give comparatively smaller quotas as the task goes tougher for the army of salesmen.

Requisites of Successful Quota System :

To get the best possible results from the quota system, the role of effective administration cannot be under-estimated. Poor

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management even in a prime market may force the business house to set lower quotas than the possible penetration and the industry sales might indicate. It is the administrative skill and acumen that makes or mars the system of quotas. They can be stated as the requisites of successful or workable quota system.

1. **Accurate, fair and attainable quotas**—The quotas assigned to sales people must be accurate, fair and attainable too. Selling unrealistic quota creates more problems of non- attainment and morale. Accurate quotas are the outcome of skillful blending of relevant planning and operating information with sound executive judgement. A fair quota fixation warrants the proper blend of the market potential and past experience whether a particular quota is fair and attainable, depends equally on the capabilities and motivation of sales-force. A salesman's quota that is accurate and equitable for him and for his company provides the best basis for salesman's earnings as well as the best measuring stick to qualify him for his advancement in the unit.

2. **Securing and maintaining the sales-force acceptance**—It is the basic responsibility of the management to draw the attention of sales-force towards the quota so set. It is the critical step that conveys the understanding and expectation of the management. It should be noted that mere setting of quotas is meaningless unless they are understood clearly by the persons expected to work on them. The best way to make the sales-force to understand points is to adopt the simple method as quota setting with the possibility of attaining the expected sales.

3. **Participation in quota setting**—The crucial task of conveying the sales-force of the sales quotas is rendered easier if the firm allows employees' participation while setting quotas. Participation does not mean that the fixing of quota is left totally to the sales-forces. It is not usually wise to let too much freedom to set quotas by sales-forces. If too much authority is given, they will try to put higher than attainable quotas. What shall be the extent of participation – depends on number of factors such as management philosophy, type of quota set, availability of information, sophistication of quota setting method and the calibre of the sales-force, among other things.

4. **Keeping informed the sales-force of their attainment**— Management is to keep informed the sales force of its progress actually achieved in the background of the targets set. Each salesman should get his report as to what extent this progress is comparable to the quotas set – "how much ? in what time ?" Such a comparison permits the investigation of the causes of success or failure so that corrective action can be taken. Based on the findings, timely encouragement,

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advice and occasional warnings can be given to improve the performance.

5. Continuous managerial control—Effective administration of any sales quota system warrants a continuous managerial control because of two reasons. First, to monitor the performance of sales-people and second, to bring about possible improvement in the system itself. Timely information regarding the actual performance of sales people is to be collected for thorough investigation and analysis. It may be weekly, fortnighly or monthly—depending on the requirement of the system of control. The system so accepted can be improved upon as control provides continual appraisal system too. As setting conditions differ and abilities differ, necessary changes can be implemented by keeping the system flexible. Therefore, follow up quota system performance is a major responsibility of management.

Methods of Setting the Sales Quotas :

There are three basic methods of fixing sales quotas. These are : (1) Guess work method, (2) Composite method and (3) Performance method. Following is the breif explanation of each such method.

1. Guess-work method—Under this method, sales executives or the managers combine their rich and varied experiences and sound judgements to find out the sales quotas for salesmen. Since this method relics on the guess work—thinking and judgement of the executives—it is known by other names as 'executive opinion' or'jury opinion' method. The success of this method depends on how well the executives are capable of guessing wisely or accurately.

2. Composite method—Normally, a conference of sales executives and sales-force is called where the sales people are to present their individual sales forecasts, express their opinions about the likely sales quotas. It is a grass-root type of method of fixing the sales quotas because, it involvesthe participation of those who are expected to work on these targets that are to be set. It is also called as 'sales-force composite' method because, it combines the contribution of sales people with those of the sales executives of the unit.

3. Performance method—Popularly known as 'past performance' method, works on the statement 'future is the off-spring of past and present". Under this method, the sales of the past are taken as the base for fixation of quota for the coming period with due increase or decrease as warranted by the prevailing market conditions. Once the total figures of sales are known, they can be conveniently divided into smaller lots for the territories, products and finaly for the sales people.

There is no any hard and fast rule as to which of these three methods is to be used for setting the sales quotas. Much depends

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on the management to select a method and make it work because, methods lead the sales organisation to the same results.

Evaluation of Quota System :

The system of setting sales quotas has certain mertis and demerits of its own. An attempt is made to list these merits and demerits.

Merits

1. **Adjustment of sales and output**—Sales quotas are the starting point of budgeting. Sales budget marks the foundation for other functional budgets. Thus, production can be undertaken in terms of sales requirements to avoid misuse of resources to get price for what is produced. The dangers of gaps between sales and output can be eradicated.

2. **Appraisal of sales performance**—Sales quota so fixed for each individual is the measuring-rod for assessing the actual performance of each salesman. The indepth analysis will help the organisation to determine the real worth of salesman to the organisation. The firm will be able to know the weaknesses and strength of a salesman so that his remuneration can be fixed as per his ability to perform in his line.

3. **Sizing up the market areas**—Sales quotas set for each individual salesman is only a part of a territory assigned to a band of selected salesmen. Such a system does not only the work of individual assignment but the study of the conditions prevailing in each market segment. As the company is interested in total improved performance, the weaker markets can be given more attention than those doing well. The final decision can be taken as to close or to open new markets or expand the existing ones.

4. **Useful in sales contests**—As sales contests mean getting business, ideally a contest should motivate salesman to do more than the yearly quota as prorated over the contest period. Special quotas are set for contests as they are above normal performance tests salaries, commissions, bonuses and prizes are the keys to the quota attainment. It is the special quota that gives an opportunity to the salesman to prove his ability to make career of himself and increased sales for the firm.

5. **Quotas act as motivators**—Quota system makes each genuinely interested salesman to think best and act best to increase the sales. It baits him with rewards for his efforts. That is why, he is stimulated to put his heart and soul together to contribute his best to the company performance. It creates a real interest in work and makes him to take initiative so as to use his tact diplomacy and creativity in sales.

6. **Maximisation of sales and profits**—Sales quotas—their attainment will mean increase in sales where the demand for the

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products is created, maintained and extended. Sales are the sources of income – the profits. Profit maximisation is possible only when sales are expanded without the change in the expenses up to a degree. More profits mean, financial soundness that keeps the health of the organisation on sound footing and the parties depending on the company such as investors, employees, creditors and the government.

Demerits :

1. **Danger of increased bad-debts** – In the high hope of selling more and more, to achieve quota targets, the salesman may resort to the tactics of granting on very liberal terms thus putting the business house in the trap of increased bad-debts. Sales might increase, such increased sales also bring disproportionate increase in bad debts too.

2. **Possibility of ineffectiveness** – The market conditions never remain same. Lapse of time will mean change in market conditions. Quotas fixed at a time will not be effective throughout. Market dynamics warrants relevant change in quota standards to get best out of them. It is good to insist on minimum quota but goading or loading the salesman to sell more is one of provocation and defiance.

3. **Apple of discord** – Quota system works on the principle of payment by results. It clearly distinguishes between the efficient and the inefficient salesmen. This divides the sales army into 'target reachers' and 'target laggers'. The group that lags behind will be jealous of the other group. Such a frustrated group will lose interest in the work. Achievement and non-achievement of targets is dependent not only on the abilities of the salesmen but on the attainability, equality and fairness of quotas and their fixation.

4. **Problem of quota monitoring** – It is foolish and futile to expect too much from sales quotas. Quotas serve useful purposes. However, mere setting quota is not guaranteeing the sales to visualised. Every quota system to be successful must be tackled by an effective administrative set-up to monitor the system involving a ongoing task of analysis, investigation, comparison and corrective action to guarantee the follow-up.

5. **Warrants huge finance** – A company which has been able to fix sales quotas, at times, may not be having much warranted finance to implement the bold programme at hand. Sales quota achievement is possible only when the company is in a position to supply the required quantity of products with carting for the dimensions of time, quality, place and price. Such an arrangement needs financial soundness. A firm with limited financial resources is handicapped to take full advantage of such a useful quota system.

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CHAPTER 17

REMUNERATION OF SALESMEN

General

Number one problem of a dynamic sales manager is to select fit persons, to have integrated sales-force. Number two problem is that of maintaining the sales-force, by means of proper and adequate compensation. Of all the problems, compensation or remuneration problem is never solved because circumstances change hence policy and methods should change. Compensating a salesforce is an ever growing challenge like training supervision. It is the remuneration policy that makes or mars the success of a sales organisation. Hence, this chapter proposes to discuss at-length meaning and importance of remunerating the sales-force, essentials of sound remuneration plan, compensation level and factors governing it and methods of compensation and allied aspects.

WHAT IS COMPENSATION ?

Compensation stands for the monetary and non-monetary reward given by the firm to its sales-force in return for the services rendered. Though compensation stands for contractual payments, there can be non-contractual and ad-hoc payments. If sales- force recruitment and training create and develop the manpower needs, the compensation aspect cares for its maintenance in the organisation for longer period.

Significance of Sound Compensation :

Sales-force compensation is very important because, it directly affects not only sales costs and profit but, more significantly, the attitude, interest and behaviour of salesmen and the nature of their task. Perhaps, the most difficult task is how to reconcile the conflicting objectives of low sales costs and higher profits on one hand and adequate, attractive earnings with job security on the other. In fact, no compensation plan is perfect that meets the needs of management and sales-force *in toto*. At best, it is the compromise between the two extremes. However, we cannot underestimate a compensation plan that pays well its sales-force. In fact, the importance lies in the following points.

1. To attract best salesmen :

Gifted, talented and high calibre salesmen are available only at higher rewards—both monetary and non-monetary. Pay more, get

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the best. In fact, cheap is always costlier. Therefore, costlier is qualitative and performance yielding.

2. To keep sales force contented :

There is direct link between the payment made to the salesmen and their satisfaction. A person is supposed to perform his duties, looks his job well when he is contented or satisfied. Satisfaction being a state of mind, depends on what he gets in monetary and non-monetary terms for his job or efforts put in.

3. To have longing loyalty :

The aim of personnel management is not just to build competent sales-force but to have a pool of selected, seeded person expected to serve life-time for the nourishment and flourishment of a selling house. Loyalty and trustworthiness of a staff makes organisation rich, dependable and successful. Good pay-masters can expect this.

4. To have sound employer-employee relations :

Bickerings, misunderstandings and drags arise mainly due to money matters and partial treatment. The wheels of the sales organisation must not squeak. One such wheel is sales-force that can be kept in kilt if paid well and treated well. It is the sound compensation plan that greases the squeaking wheel for frictionless working.

REQUIREMENTS OF A SOUND COMPENSATION PLAN :

No compensation plan is said to be satisfactory in absolute terms as it involves conflicting objectives of the pay-masters and pay-receivers. Therefore, a good compensation plan is one that tries to meet the expectations and aspirations of sales-force on one hand and the overall objectives of the sales organisation, on the other. Experts view following as the basic tenets of a sound compensation plan.

1. It is simple. Simplicity is the fundamental principle of a sound remuneration plan. Salesmen suspect any plan that they do not understand totally and this weakens their confidence and lowers their morale. That is why, plant of compensation must be simple to calculate and easy to understand.

2. It is adequate. A sound plan generates enough compensation for the salesman to maintain a decent living in the line. Salesmen must be allowed to earn enough to meet their obligations to save for the future. The factors like cost of living, minimum standard of living, capacity, age, education, experience and the like are to taken into account. A critical analysis of compensation plans of competition is a good way out in fixing adequate compensation.

3. It is flexible. The compensation plan so designed must be capable of being adapted to various selling conditions that are subject to change. The plan should be adjustable to the differing nature of

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salesmen, territories, products and competition present in any sales territory. A supple plan in one that works well both in bad and good times.

4. It is fair and equitable. To win the hearts of salesmen, their beating co-operation and lasting loyalty, the compensation plans should be fair and equitable to one and all. Discrimination, partial treatment are the costly mistakes for which the sales manager will have to pay heavily intangible terms. Sales-force is quite keen and sensitive to these things of treatment, discriminations, inequality, partially and so on. No equally qualified and experienced persons be paid differently.

5. It is economical. The purpose of sound compensation plan is to increase the sales and profits at least costs. Decreasing sales costs per unit, lower expense and higher profit margin on unit and total sales is the aim, in effect. The earnings of salesmen must be kept in kilt as such remuneration is one of the expenses. As per experts, such expenses should not go beyond 5 to 15 percent of the net sales value.

6. It is easy to administer. Administrative ease implies reduction in computations, time consumed in accounting department, paper-work involved. To provide this much desired administrative ease, easy and realistic compensation plans are to be devised and executed. Complicated plans demonstrate mathematical excellence resulting in red tapism and error-proneness.

7. It is incentive oriented. It must keep employees spurred. Monetary and non-monetary rewards for extra efforts put in are really nice stimuli that propel the salesmen to new heights of performance. Additional compensation, over and above normal, results in increased sales and profits. This goes to establish and distinguish between efficient and inefficient salesmen and improves overall performance well above the usual levels of efforts put in by the sales-force.

8. It is timely. Any compensation plan however adequate, attractive and fair and equitable, is bound to lose its weight if the payment is not made within the expected time. Salesmen work for money but money to be received at a point of a time to which they are committed. Thus, payments can be fortnightly, monthly and bonuses yearly or terminally. Money earned has value if it is received in the nick of the hour.

COMPENSATION LEVEL

Level of sales-force compensation stands for what should be the reasonable compensation for the efforts of a sales-force. Level of compensation is significant to both the employer and the employees. It is but natural that sales-force expects higher rewards for its efforts and management is interested in paying lesser amount. The actual

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level of compensation lies between what the company expects to pay and what the sales-force expects to receive. However, care must be taken to see that such compensation level is neither too high nor too low for both the extremes are dangerous and undesirable. Higher compensation blunts the sales-staff and makes them compleasant not prepared to move up in higher positions ; it also creates good deal of heart- burning. On the other hand, lower compensation than warranted, good salesmen leave the unit and the continuing sales-force feels frustrated.

FACTORS GOVERNING COMPENSATION LEVEL

Whether the level of compensation is going to be high or low is dependent on certain factors. In practice, the actual level of compensation is the compromise of the interacting forces outlined below.

1. Sales Competence :

The compensation level is bound to be higher in case of salesmen with calibre, competence or sales acumen. It is sales personality, experience and other attributes that decide the compensation payable.

2. Extent of Advertising :

Sales efforts of sales-force are geared by promotional efforts too. Naturally, higher the level of advertising in the sales organisation lesser will be the input by sales-force and hence lower will be the level of compensation.

3. The Degree of Training :

A highly trained salesmen is quite capable to handle the sales job with ease, confidence and grip. However, the company has invested in him to make him worthy of this challenging and paying profession. Hence, more the training intensity, lower will be the compensation level.

4. Financing Viability :

It is the financial strength and viability of a sales organisation that puts limits on level of compensation. Normally a company which is well-to-do will not hesitate to pay higher compensation than one with moderate means.

5. Bargaining Power :

Leaving aside the quality calibre of salesman, it is the bargaining capacity that plays a decisive role in putting higher limits. Thus, stronger bargaining capacity of the salesman fetches him higher compensation level.

6. Method of Compensation :

Much depends on the method of compensation plan or the method.

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We have pure salary and pure commission plans and the combination of the two. The commission plan and salary and commission plan normally work higher compensation level than mere salary plan without other incentives.

METHODS OF COMPENSATION

There are three basic methods of paying salesmen namely salary, commission and salary and commission. The first one is time based while the second one on performance and third one on both time and performance. There are, of course, many variations for these basic methods. These methods help the organisation to achieve the basic aims of compensation plans namely : (*a*) Selling satisfactory volume, (*b*) Selling the goods or services with highest gross profit and (*c*) Selling at the lowest possible costs. These are :

I. Straight Salary Method :

Straight salary method is the oldest and most commonly used method of compensating the sales-force. It works on the principle of lapsed time and provides a salesman with a predetermined sum for a period of say a week or a month. Salary scheme has three components namely basic, variable dearness allowance and other allowances such as rent, compensatory, medical, travelling and so on. He is due for annual increment in time-scale and advanced increments for excellence.

Merits :

The merits of this plan are :

1. It is simple to understand and easy to calculate.
2. It is flexible and adjustable to the changing selling situations.
3. It provides financial security as there is salary and sure flow of income to the employee.
4. Better service as the salesman is not to hurry up to increase his earnings because, earnings are based on time.
5. Better control is exercised by the sales manager over the sales staff under salary method because, his future is tied to higher ups.

Demerits :

1. It does not distinguish between the efficient and the inefficient salesmen and this keeps hardworking salesmen at low key.
2. There is not direct relationship between the costs and the revenue. Increasing costs are justified on the grounds of increasing sales. Here, costs increase but not sales necessarily.
3. There is no motivation because, all the persons get the same salary whether they work or not. Salaried employee is saturated unless he is paid extra for extra work. He does not keep interest in improving the sales.

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4. Fixing remuneration is really very difficult because, we can not measure all salesmen with a common yard-stick like a piece of cloth. Individual differences warrant differences in salaries.

II. Straight Commission Method :

Commission method believes in payment by results than by time. It is incentive oriented. It is productivity than the time spent that counts. Commission, as a remuneration, is linked to sales volume or profit invoicings, collection of outstanding dues as a percentage. The actual calculation of commission may be on flat rate or sliding scale basis. The rate of commission may be progressive or regressive as sales volume increases.

Merits :

1. It distinguishes clearly between the efficient and the inefficient as paid as per the result.
2. There is direct relationship between costs and revenues. As selling costs increase, the sales also increase.
3. It is elastic in operation as there are no rules and regulations as applied in case of salaries and wages. It gives full freedom to salesmen from discipline.
4. It attracts high calibre salesmen and improves overall performance as there will be competition amongst the salesmen.
5. It is simple to understand and easy to calculate for employer and employee too.

Demerits :

1. Uncertainty of earnings is inherent as it does not guarantee the minimum as it pays by result. People prefer low earnings but regular earnings than higher and abrupt.
2. There is danger of bad-debts because, salesmen, may go on selling on credit basis recklessly to earn more commission thus not bothering what happens to the firm.
3. It poses problems arising out of lack of control over such salesmen. Salaries can be closely controlled but not there commission based salesmen who are free birds.
4. Ups and downs in earnings are common as his earnings are linked to the sales of the firm. Good times bring him fat earnings and bad times lean earnings or no earnings.

III. Salary Plus Commission Method :

Hybridisation of the pure concepts of salary and commission methods help in having the best of the two and worst none. It is because, as observed earlier the merits of one are the demerits of another. Cross-breeding has the benefits of both the methods. It

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works as a via media between the two extremes. It guarantees minimum for non-achievement and extra for those who work hard. It distinguishes clearly between efficient and the inefficient, yet there is oaheart- burning. Employees enjoy freedom and get disciplined, the ups and downs of the firm hardly affect the earnings of employees. It makes the sales-force loyal to the organisation.

There can be two possible variations in case of salary and commission method as :

(*a*) Drawing account and commission method and

(*b*) Salary, expenses and commission method.

(*a*) **Drawing Account and Commission Method.** A drawing account is a money advanced to a salesman to be deducted from his total commission earned. The drawing account is cleared or paid each week like a salary. Under the arrangement, any salesman failing to reach or earn high commission to cover his drawing account, is expected to reimburse the owner for his over-draft before recurring his additional commission.

Merits :

1. A beginner finds it suitable as he gets minimum financial strength.
2. The drawing account enables management to exercise some control over the salesman.
3. It attracts best salesmen as it is incentive oriented.

Demerits :

1. There is danger of salesman leaving with overdraft account.
2. Unlike salary method, it has little control over sales- force.
3. It involves more administrative work.

(*b*) **Salary, Expenses and Commission method.** This is another possible variation of salary and commission method. Under this method the expenses are advanced to salary and commission. In some cases, the salary and expense allowance is later deducted from the amount of commissions earned by the salesmen. In most cases, the expenses are paid outright to the salesman on all compensation plans so designed and implemented. Further, it is customary to reimburse the travelling expenses to enable the salesman to cover the territory intensively.

IV. Bonus Methods :

A bonus is a sum paid for extra effort or merits or for results beyond normal expectations. It is a non-contractual payment. A bonus that represents a fixed percentage of the volume, profit or expenses—over a predetermined quota is nothing but commission.

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The distinction between commission and bonus is that commission is paid on total sales volume or profit while the bonus is paid only on that portion over and above the predetermined volume, profit or cost goal. In fact, bonus is not a method of compensation like salary or commission because, it is used in conjunction with other methods and in connection with predetermined quota. There can be two variations of such plans namely, salary and bonus method and (*b*) Salary, bonus and commission method.

(*a*) **Salary and Bonus method.** Under the plan, the salesman is paid a time scale plus annual bonus or monthly bonus based on performance. Accordingly, the sales-force is controlled and paid for missionary work through salary and given an incentive through a bonus payment. Though bonus is not a strong incentive as commission, it works well by not tempting the sales-force to overdo. This plan is easy to understand and administer and is most widely used in case of industrial goods that involve much of missionary work ; at the same time, there is need for incentive to increase sales and profit.

(*b*) **Salary, Bonus and Commission method.** This is the method that provides for stable earnings through salary and two doses of incentives namely, bonus and commission. Here, bonus may be paid for specific sales activities, industrial product sales or even group performance, while the commission for the volume of sales touched. Though there are double incentives, there will be complication in calculation creating administrative problems. Many a times, higher percentage of commission or bonus does much better than the combination of the two incentives so given.

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CHAPTER 18

MOTIVATING SALESMEN

General :

A successful sales manager is one who earns the enthusiasm, loyalty and interest of sales-force which can not be bought for a price. This earning depends on his ability to motivate his salesforce. It is because, there can be vast difference in sales volume produced by individual salesman with equal qualifications, opportunity and training. A salesman sells more for his sales manager who earns his confidence and whole-hearted effort through skillful motivation than a sales manager who failed to win over the sales-force through the skillful function of motivation. A motive is an idea, need, or an emotion within an individual which incites him to actions. It is an impulse or urge that influences the will and compels it to action. It can be aroused by some external influence or incentive or stimuli. Therefore, motivation involves providing sales-force with incentives or stimulics which influence their motives and cause them to contribute their best. Hence, this chapter plans to discuss in detail to the various dimensions of motivation—as measuring, factor of motivation and methods of motivation.

What is Sales-force Motivation ?

Motivation is a psychological set of forces influencing the behaviour of an individual. To motivate sales-force, a sales manager is expected to know the needs and emotions of his salesmen ; its emotional, mental and physical needs ; Why they work ? What they want to get for their work ? What are their attitudes towards the firm, their work and superiors ? The need for sales for motivation is quite apparent in every organisation. According to experts, 75 per cent of the sales are turned out by just 25 per cent of the salesmen. It indicates that human efficiency is at only 30 per cent of potential performance. Even an attempt to increase performance rate by say 5 per cent, there can be a tremendous increase in the sales turnover for the company. Still another reason for motivation of sales force is higher rate of turnover of sales- force. The persons leaving the old organisation and joining the new ones very often give the reasons of desire for recognition, security, satisfaction, opportunity than monetary rewards or success. Thus there is dire need for sales-force motivation in every sales organisation. In essence, motivation is linked with will of work. It

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is the act of changing the psychology of a salesman to make him to work better ; it is the task of intensifying the desire to work at one's higher pitch, it is to encourage, stimulate, elevate to lift up productivity. Motivation seeks to know, understand, analse and bring into play motives behind salesmen's actions.

What motivates sales-force ?

Before motivating the sales-force, the sales manager is to have a thorough understanding of the motives, impulses or urges behind the work. He should identify the forces that motivate salesmen to gear up to productive effort, company loyalty and enthusiams what makes them to put their heart and soul together. The world wide studies conducted reveal the following as the most significant motives behind such a marked performance. These are recognition, and praise, fair-pay-packet, good working conditions, opportunity for advancement, good supervision and leadership, opportunity for self expression, social acceptance, security, desire to excel, participation, pride in selling and, so on. A brief outline of each point will not be out of place at this juncture.

1. **Recognition and praise.** Salesmen, like any other human beings, seek recognition for their achievements and praise for the work done which they think is more than monetary gain for them. The common complaint of sales force is that sales managers rarely praise their work par excellence. Failure to compliment and praise is ignoring a vital need in salesman's nature having deeper impact on sales performance.

2. **Fair pay packet.** Though financial incentive is secondary to recognition and praise, it is dominant motive because salesman is to earn a decent living for himself and his dependents. It is but natural that he expects an assurance of salary that is comparable with his colleagues in his own organisation and competitive organisation with equal performance and responsibilities. Therefore, it should be attractive and assured one.

3. **Good working conditions.** It is the working conditions—both physical and psychological that influence his attitude towards his work and performance. Thus, a salesman looks for a territory that gives him adequate sales potential ; he wants a protection against infiltration by a few salesmen is his territory, he expects a fair division of compensation on all joint sales efforts. He is likely to except an adequate and regular expense allowance, a coveyance facility or reimbursement to that effect. The other such conditions may be freedom from excessive paper work, cosy office facilities, feeling of home away from home and so on.

4. **Opportunity for advancement.** Good many sales people give top priority to promotion to higher ups than to attractive salary or

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even too security. By nature, he does not want to be stagnant. It is the case with more ambitious and efficient and industrious salesmen. Any company that fails to provide such an opportunity for advancement will be responsible for high sales-force turnover by depriving the basic need and creating dissatisfaction and injecting frustration.

5. Good supervision and leadership. The productivity of sales-force is dependent on the very nature of leadership provided in company from sales manager down upto sales-supervisors. Every manager is a leader and not a boss. Salesmen look to their superiors as outstanding in terms of industry, knowledge. Salesmen respect those who are fair and impartial, determined, keep words, accommodate the personal dignity of salesmen they expect that their leader should understand them, their problems and solve them.

6. Opportunity for self-expression. Salesmen have their own views, attitudes, suggestions, ideas, which they want to express, assert their personalities and exploit their latest talents and abilities. A salesman is sure to increase his sales efforts if he has the opportunity to assert himself, express his personality. Absence and suppression of salesman's expression and assertion will kill his initiative, drive and enthusiasm. Management stands benefited by such rich services of untapped source of new ideas of increasing sales, cutting down costs and improving profitability.

7. Social acceptance. Every human-being—a social and rational animal—has the strong feeling of 'belonging' to a group. Salesmen naturally desire the acceptance and goodwill of their association in business. It is the sales manager's task to develop a sense of "belongingness" in case of every salesman. He wants to have the satisfaction of being accepted as a member of a sales team, sales organisation, having his actual participation, voice in its affairs, cooperating in matters of mutual interest.

8. Job security. Every salesman expects that he has job security. That is, he will be able to retain his job so long as his work is quite satisfactory and the prevailing economic and social conditions permit. Job security does not mean absolute performance of job tenure. He means— protection from arbitrary discharge or dismissal or transfer. Salary is not the only factor that determines such security. He looks to future social security. When he gets old, he should have the opportunities of reasonable earnings to pull on longer with respect and dignity.

9. Desire to excel. One finds the strong urge of excelling others in performance and achievement. It speaks of aggressiveness of any successful salesmen. Desire to excel others implies increasing sales, cutting costs, improving profitability. It is a motive that helps both

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the parties in that the management can prosper and that prosperity is made to share by the sales-force.

10. Pride in selling. In addition to job security, job satisfaction is another strong motive of every salesman. This job satisfaction is dependent on pride in selling as a vocation. When one has accepted a sales career, it should not be looked down upon. The salesman should not have a feeling that he is doing some worthless job to hang on or as a matter of last resort or as a means of livelihood. Therefore, the significance of selling must be emphasized in preparing and training salesmen. They should be given an understanding that they are doing creative, gainful, socially, acceptable and respected job.

METHODS OF MOTIVATION

Thorough knowledge of each salesman's motives enables sales manager and sales supervisors to appeal to the specific motives to which a salesman or a group of salesman will respond. It goes without saying that motivation is going to be very effective on individual basis than one group basis as all men are not lured by the same set of motives. When a salesman's motives have been determined, they can be stimulated by external influences called incentives which arouse his motives and incite him or her to action.

Good incentives stir the motives of salesmen release their drives and influence their conduct to gain satisfaction of their needs. Incentives are classified in a number of ways – as positive and negative, financial and non-financial, material and mental. Positive incentives are cash awards, praise, promotion and recognition and the negative incentives can be threats, discharge, demotion, insults. It is the wise use of these positive and negative incentives that plays important role in getting much ; for at times, positive or negative incentives work well. Financial incentives are money rewards such as commission, bonus, profit sharing, cash prizes, higher salary than others. On the other hand, non-financial incentives are recognition, praise, pride in work, participation, promotion, acceptance, job satisfaction, job security and the like. Though financial incentives are the strongest, yet non- financial incentives are equally important. Material incentives are financial rewards such as salary, commission, bonus, prizes ; mental or social incentives are desire to excel, self-respect, social acceptance, self-expression, prestige and so on.

Sales-force can be motivated in two ways as : (*i*) on individual basis and (*ii*) on group basis. Let us examine these two methods at length.

I. Individual Basis :

Individual motivation is most effective in stimulating his interest and getting best response for no two salesmen are equally identical.

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Personal and casual relationships between sales manager and his salesmen provide regular opportunities to motivate salesmen by showing them respect for their personal dignity. Praise for good work works wonders. He can elicit interest, devotion and cooperation if they have satisfactory participation. Personal experiences of sales manager and sales supervisor will stimulate the sales force to emulate their leader. These can be :

1. **Personal conference.** Personal conferences between sales manager, supervisor and salesman provide salesman with a medium of self-expression and an outlet for his likes and dislikes. It is an opportunity to share information, discuss the issues, assure security, review the work progress and generate a sense of belongingness. These conferences are to be held at regular intervals, in such social settings such as club, restaurant, home of a sales manager, sales supervisor or salesman.

2. **Personal correspondence.** Writing of personal letters to salesmen and getting replies from them is really very effective method of motivating the sales- force as it grants individual salesmen consideration, praise and recognition. A letter encouraging poorly performing salesman changes his mind and the result is that the sales manager earns loyality and co-operation of that salesman. To get the best of such letters, the tone must be positive, optimistic and encouraging that builds mutual trust and confidence.

II. Group Basis :

Salesmen are also motivated in groups or batches through conventions and conferences, publications, booklets and handbooks, motion pictures, contests, participations programs, suggestion systems and group compensation plans. Let us know these too.

1. **Conventions and conferences.** These refer to group meetings of salesmen that provide unique opportunities for them to participate, gain social satisfaction and express their views on all the matters influencing their work. These meetings conducted properly, create interest, inspire and raise their morale to new heights. The possible social barriers and cleared between the management and the sales-force where they are deeply impressed by the resources of the companies, its growth, status in industry and its efforts of new products. These can be several types of sales conferences such as national conventions at head quarters, sectional conventions in districts, local sales meetings in branches, conventions by telephone, by television, by mail, even there may be travelling sales convention.

2. **Periodicals/publications.** A periodical devoted totally to a salesman is an effective dose of motivation. It gives salesman a real sense of participation in the enterprise as it keeps on informing them

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of company policies and programs. Salesmen are invited to write articles sharing their rich and varied experiences for the benefit of others. These publications motivate salesmen to a greater loyalty and performance by keeping salesmen, informed about a company's expansion, addition of new products, research and developmental achievements, diversification, improved competitive positive in the line and the like. These publications enjoy high degree of reader interest because, its contents are salesman's achievements, company news, details of new sales policies ; plans and programs, salesmen's social and recreation activities, sales contest news, letters to editor, sales training matter and material, work of successful salesmen, case histories, hints to salesmen to cut expenses, prospects, demonstrate, sales equipments, prize-winning sales ideas.

3. Booklets and handbooks. Salesmen are to be informed about new company policies, programs and achivements. This is done through booklets, hand-books, bulletins and folders. We consider here orientation packet, salesman's manual and handbook and booklets and folders. "Orientation packet" contains several printed booklets or folders to inform them about the history of the company, its products and policies. It is called as packet as it contains a hand-book – a magazine – history of the company – annual report – organisational manual – policy book – product catalogue – sales training manual – proofs of current ads and other material. "Sales manual and handbook" stands for two things namely manual and hand- book. A manual describes sales techniquies, methods of meeting objections, demonstrating, closing the sales and dealing with buyers. Hand-book, on the other hand, includes detailed information about salesman's benefits, pension plans, relief and loan plans, life insurance, hospitalisation plan, savings plan, vacation, transfers, promotions, absences, compensation, expenses etc. "Booklets and folders" contain fact about new products, researches, advertising, organisational changes, speeches by major executives, changing economic and business outlook, and the like.

4. Motion pictures. Salesmen can know more and effectively about their company, products and operations through motion pictures. There is no other better way of telling and convincing of salesmen of company's past history – the lines of production, the processes of manufacture – research and developmental activities, company's present growth, future growth, expansion through diversification. Even the literature read can be reiterated effectively by motion pictures.

5. Sales contests. Salesmen are looking for an opportunity to exhibit their abilities of out-selling their associates. This is possible through sales contests. It is one that appeals to the desire of salesmen to excel, to enjoy the esteem of others, to be recognised and to belong

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to a winning group. His competitive spirit is channelled by contests into more constructive activity. The aims of sales contests are : (1) to maintain and increase sales volume, (2) to use it as motivating dose to do the job more effectively, (3) to clear off the old stock or to introduce new products, (4) to improve personal performance of competitive spirit, (5) to develop group consciousness or team-spirit, (6) to popularise a product that has no or least demand, (7) to accelerate collection of dues. To take advantage to the fullest extent, such contests must be equitable, should give equal chance to all, should spread the spirit of cooperation, to boost up the morale, the rewards must be worth participating. Those persons who win such contests are given prizes in the form of hard cash, merchandise, or both, certificates of honour, medals, vacation awards and travel grants.

6. Participation programs. Sense of participation is very strong motive of majority of salesmen. They desire to voice in the matters that affect their work. They do not want to remain on pay-rolls as employees. They want to feel that they are part of business. That is why, they want to get all the information about their business and its problems, they want to express their views in planning and implementing sales policies and programs. This is done through meetings with management that clears gaps and fosters sounder human relations. A committee consisting of salesmen and the representative of management solves this problem of participation.

7. Suggestion system. A sales suggestion system can be an effective motivating device that improves the morale and efficient of sales-force as it encourages to propose worthwhile ideas to management for improving sales efficiency and reducing sales costs. Any successful suggestion system provides a way for salesmen to contribute practical ideas for increasing sales volume, reducing costs, outline sales expenses, expanding distribution and improving sales training, supervision, advertising and promotion, customer service, sales policies, territory coverage and the like. A separate suggestion committee should plan the system determining the awards, procedure for submitting suggestions, judging their merit, declaring the winners and follow-up actions.

8. Financial security programs. Financial security is more important for majority of sales people. Among all the securities, financial security is the strongest motivating force that stimulates salesman's interest, improves efficiency and boosts morale. That is why, most of the companies have recognised this fact and have granted various financial benefits to the salesmen such as group life insurance, health hospitalisation, accident, dental, medical, surgical services, company loans at low rates, retirement plans, vacation with pay, credit facilities, dismissal compensation, educational aid and the like.

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CHAPTER 19

CONTROLLING SALESMEN

General :

In case everything goes well in sales management, there is no scope for this last function of management namely, control. That is, plans fail, organisation is faulty, there is danger of misdirection, lack of motivation and conflict instead of coordination. That is why, regulatory or monitoring function of control has its meaning and stay. Therefore, there is good deal of truth in the statement "plan your work and work your plan". There is a slip between the cup and the lips that brings in control and makes it all the more important function. Controlling sales force is most delicate and tough job. All other efforts fail if manager fails to control his sales army. That is why, this chapter plans to dive deep into its meaning and importance and the methods of control.

WHAT IS SALES FORCE CONTROL ?

Sales force control or performance appraisal or supervision is the last phase of sales management. Though the word 'supervision' is used, it is not the matching word for 'Control'. Supervision means the direct working relationship between the salesmen and his superiors that involves direct personal interaction. On the contrary, control has a comprehensive coverage and means and includes supervision and appraisal of past happenings or performance. The process of sales-force control is mainly made up of four components namely (1) establishing standards or measures for performance, (2) measuring and recording of actual performance, (3) comparing actuals with the planned measures to find out the deviations, if any and (4) taking corrective aation it set right the detailment, if need there be. It is the act of checking, verifying whether everything occurs in confirmity with the charted course. It is exercising restraining power over people, resources and events. It embraces the activities of directing, guiding and supervising the people to maintain and improve the employee performance.

SIGNIFICANCE OF SALES-FORCE CONTROL

There can be numerous reasons for measuring the performance of sales-force on regular basis. Among other, the following can be considered as the most important that speak of the real significance of sales-force, control.

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1. To bring about improvements in seling methods :

Sales-force appraisal enables the managers and sales supervisors to determine whether salesmen are performing effectively so that necessary steps can be taken to improve their sales methods. Appraisals answer such questions as : Is salesman getting right type of prospective customers ? Is he getting enough sales interviews ? Are sales presentations planned properly ? Are demonstrations effective ? How are they overcoming objections ? Are they utilizing their time productivity. Are the sales efforts balanced between high and low profit products ?

2. To determine salesman's worth :

Sales-force appraisal enables the sales manager or supervisor to determine objectively the worth of the salesman so as to take definite decisions regarding his promotions, increments, transfers or even demotion and discharge. Such an appraisal provides factual analysis of what salesman attained or failed to attain during a given period – the reasons for success or failure. These findings provide impartial basis for concrete line of thinking and action.

3. To operate effectively the compensation plans :

Appraisal of sales-force performance is unavoidable for the operation of compensation methods which are based on his ability to sell a satisfactory sales volume or a high profit goods or to operate at low selling costs. It may suggest changes in applying a particular plan of compensation to a given salesman.

4. To improve sales-performance :

Salesmen are motivated to improve their performance over the previous records because, the very best can be further improved. Recognition by management of outstanding performance raises the morale of sales-forces. A good salesman is interested in periodic self-evaluation for further improvement.

5. To improve the quality of supervision :

Periodic measurement of sales performance improves the quality of supervision work, by providing supervisors with the facts and more complete information on the causes of poor sales performance so that definite measures can be taken to correct the yawning gaps.

6. To sweeten the relations at higher levels :

Appraisal of sales-force performance makes available the people at the top such as sales managers, supervisors, branch managers and administrative higher ups to discuss, deliberate over the sales problems to chalk out satisfactory solutions. Here, the people are sandwiched between sales-force and the top management can make specific

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recommendations to higher ups for solving the urgent and pressing sales problems. Here, all concerned are benefitted and hence, there will be sounder between the appraisers and the appraised.

METHODS OF PERFORMANCE APPRAISAL

Every sales manager and sales supervisor appraises the performance of the salesmen under his charge. It is unfortunate that the importance of organised appraisal is not recognized by many sales executives. Some do not believe in accurate appraisal as it is not possible because of the very nature of sales job and good many variables influencing his performance. Still there are others who dismiss the idea on the count that such an appraisal is purely subjective and superficial and unsupported by facts and coloured by personal whims and fancies of the appraiser. However, inspite of these problems of judging the salesmen's performance, reliable methods of evaluation can be developed to provide sound appraisal of a salesman's work. The principal methods of evaluating such performance can be quantitative and qualitative. The qualitative methods are : (1) personal observation by the sales executives, (2) merit rating and (3) customer opinion of salesman. The Quantitative methods are : (1) analysis of sales records and reports, (2) comparison of salesmen's performance with quotas, (3) ratio analysis and (4) profit and loss statements.

I. Qualitative Methods :

1. Personal observation by the sales executives. Personal observation of sales performance of salesman by sales supervisors, branch and district sales managers, sales managers and other staff sales executives is usually used in appraising salesman's effectiveness. This method involves casual, informal impressions by sales executives in their day-to-day contacts with salesmen in the office and the field. As it appears superficial, many sales managers feel that there should be extensive and continuous appraisal.

Appraisal begins with the sales supervisors who work closely in the field with small groups of salesmen. Here, sales supervisor appraises sales performance of each one with a view to detect the possible selling weakness to bring about refinement in dire course. Branch sales managers to undertake appraisal with a view to recognise the good performance on the basis of which they can be up-graded or transferred. Regional or divisional or general sales managers appraise the salesmen's performance to make long range plans, strengthen marketing organisation and boost operations. Sales staff, at headquarters appraises sales-force to determine the effectiveness of recruitment, selection, training and control of salesmen.

2. Merit rating. Another reliable method of measuring the sales

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aptitudes and performance is merit rating. Ratings are made of each salesman by his superior who completes a rating from containing series of traits and accomplishments on the basis of which a salesman is rated. A numerical scale ranging from 'high' to 'low' is used by raters in rating each characteristic of a salesman. These characteristics are determined by the nature of selling task. However, the most common traits are – industry, dependability, loyalty, cooperativeness, initiative, judgement, knowledge of product, company sales task. Therefore, separate forms are used for salesmen engaged in different types of sales jobs. Merit ratings are fruitfully employed by sales managers to record the progress of salesmen as a guide in determining promotions, demotions, transfers, counsel, compensation, recruitment, selection and training of sales force and to boost the morale of sales-force by considering their performance.

3. Customer opinion of salesmen. Sales managers and supervisors get regular comments on salesmen under their charge through their personal contacts – with consumers and dealers. The relationship of a salesman with consumers, dealers, architects, contractors, purchasing agents and the like has deeper bearing on his sales performance. Usually, those salesmen who work well with others command respect and friendship of customers is credited with superior performance. Customer opinion of a salesman is usually a reflexion of the personality and personal service of the individual. The salesman who instructs buyers in the operation of the product, makes prompts adjustments, helps customers in getting good delivery and service is well treated by the customers. Similarly, a salesman who gives dealers sales assistance, merchandising and management advice has the favourable opinion. A good customer and dealer opinion is a mark of his success and a bad opinion is a sure sign of poor performance both present and future.

II. Quantitative Methods :

1. Analysis of sales records and reports. Controlling the individual salesman's performance by sales managers and supervisors begins with sales call report. Information from the call report is summarised on a salesman's weekly and monthly sales record filed in the sales office. These summary records give a summary of his sales, commissions, travel expenses, number of calls, lost working days, new accounts opened, performance in relation to quota, products sold and other facts about his activities. With these salient facts of a salesman's performance in the summary records, a sales manager or a sales supervisor can make a weekly and monthly analysis of a salesman's progress and take prompt, corrective action. Any deviation from a normal level performance can be quickly noted and called to the

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attention of the salesman concerned. The deviation can be analysed and plans made for personal supervisor to bring the salesman's performance back to normal. It also shows outstanding performance of some salesman so that recognition can be given to those who deserve it. Such analysis is not only needed for control but for future planning of operations and designing the programmes. A caution is to be exercised here in that salesman's effectiveness should not be based entirely on the analysis of sales reports and records because there are many other factors which influence sales performance which are not revealed by sales reports and records alone.

2. Comparison of salesman's performance with quotas. One of the most common methods of appraising salesmen is to compare present and past performance with quotas so fixed or the standards of accomplishment established for sales volume, profit, expense and activities. Sales quotas are set by management after due consultation with the salesman, for each salesman's sales territory for a specific period. Each salesmen is judged on the basis of his performance in relation to his quota. Though separate quotas may be established for sales volume, expense, gross profit and activities the most popular is sales volume quota expressed in terms of so many units or so many rupees for a specific period. Such a figure spelled out is arrived on the basis of a detailed analysis of market potential, past sales performance, estimates by salesmen and dealers, new products or product improvements, advertising competition, the sales ability, judgement of sales executives and the prevailing economic conditions. Such a sales quota can be for all products in a line or for individual product or a group of products, for an area say branch or a district or a region, for a specific period ranging from a month or a year or for individual customer or a group of customers and for a call or sale. On the basis of comparison, sales executive appraises the effectiveness of eash salesman and take necessary action.

3. Ratio analysis. Certain ratios are much helpful in measuring sales performance, in analysis sales reports and records that the sales office has. Take the example of sales expense ratio. This ratio establishes the relationship between the sales expenses and sales volume. If annual sales are say Rs. 5,00,000 and the sales expenses Rs. 50,000, the sales expenses ratio will be 10%. Taking the specific conditions prevailing in each sales territory such norms can be fixed and the actuals can be compared with these norms and deviations can be analysed for taking necessary corrective action. This being an expense ratio, it is dangerous for a salesman to exceed this ratio or percentage. Similarly, sales performance can be appraised on the basis of sales profit ratio. This ratio speaks of the rate of profitability in terms of profits. Say a firm has an estimated net sales of 1,00,00,000

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rupees and a profit of 20,00,000 rupees, the profit ratio is 20%. If this is accepted as a norm for sales performance, every salesman should reach this and cross this as it is income ratio. Such other ratios can be : Stores display to total retail accounts served ; a ratio of direct mail programs to total accounts, or a ratio of time spent in stores to the total selling time in case of missionary salesmen ; in case of new business, this ratio can be of new accounts to total accounts. Though ratio analysis is not fully used in appraising sales effectiveness, it can be a valuable guide if one uses it in a cross verification way.

4. Profit and loss statement analysis. It is a recognised fact that ability to sell at a profit is a clear indication of excellence of sales performance. A salesman's profit performance is measured by profit and loss statements for his sales territory. Progressive and cost conscious companies prepare income statements for each sales territory giving the details of net sales, cost of sales, gross profit, operating expenses, net profit and so on. Depending on individual company practices, either gross profit or net profit and other related expenses are analysed and salesman's effectiveness is determined in the background of standards so set. This profit and loss statement method of evaluating salesman's performance has its own limitations. Neither gross profit nor net profit gives a total accurate picture of salesman's performance. It is quite possible that two salesmen setting same volume of sales may give different profits ; this may be due to differences in the size of the territory, demand pattern, nature of products sold, nature of accounts dealt with, market potential, calibre of outlets, economic conditions and so on. Therefore, one is to be careful while using this as a yard stick to measure the efficiency of sales-force in a given situation.

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CHAPTER 20

SALES PROMOTION

General :

Promotion is the final element in the marketing mix. The earlier parts are salesmanship and advertising. The success of selling activities mainly depends on salesmanship and advertising, yet one can not underestimate the role of sales- promotion that fies in the gaps if any in salesmanship and advertising. That is why, this chapter proposes to dovetail the issues related with sales-promotion as a part of overall promotion mix. The aspects considered are – meaning, objectives, role and limitations, tools of sales-promotion and selection of an appropriate tool for success.

WHAT IS SALES-PROMOTION ?

The phase "sales-promotion" is made up of two words, namely 'sales' and 'promotion'. It implies 'special offers'. 'Special' in the sense that they are extra as well as specific, as to time and place. 'Offers' in the sense that they are direct propositions the presence of which forms the part of a deal. 'Sales promotion' signifies all those activities that supplement, coordinate and make more effective the efforts of personal selling, advertising and distributors to increase the sales and stimulate the consumers in buying more. It is the direct and the immediate inducement that adds as extra value to the product, so it prompts the sales-force, dealers and consumers to buy the product. According to American Marketing Association, "sales-promotion" is the set of "those marketing activities other than personal selling, advertising and publicity that stimulate consumer purchasing and dealer effectiveness such as display, shows and exhibitions, demonstrations and various non-recurrent selling effort in the ordinary routine." Mr. Christian Peterson, leading sales-promotion consultant of U.S.A. defines it as "the achievement of short-term marketing goals by schematic means."

Thus, sales-promotion is the function of marketing that provides inducements to buy, offered for a limited period only, at the time and place of purchasing decision is made, which are supplementary to the products' normal value. Specifically they are the economic and entertaining and informative incentives offered by a firm to its consumers and dealers such as coupons, special prices, special exhibits, free samples and contests. It is communicating with an audience

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through a variety of non-personal, non-media vehicles such as free samples, gifts and coupons.

SALES-PROMOTION OBJECTIVES

The sales-promotion objectives formulated should reflect the basic contribution that a sales promotion programme makes in implementing a marketing strategy. The objectives should be stated to specify the desired type of action because, the primary effect of sales-promotion program is to stimulate some consume or dealer action. There can be six major sets of objectives, though one can give more. These are :

1. To Stimulate Inquiries :

Enquiries come from the con msumers or dealers asking for the detailed information about a particular product or a service. These inquiries are to be encouraged by offering such incentives as demonstration of a product, a free catalogue, a premium or a prize. This objective is generally selected when the manager wants to identify and attract new prospects for his company products and services. It is mostly used in case of potential consumers ; it can be used with effect in case of existing consumers in case of modified products.

2. To increase product-trials :

In case of new product, product trials give an opportunity to the consumers to try and see whether they got the satisfaction and if so desire is converted into demand. It is equally true in case of change over to new brands from old ones. In case consumer non-durables ample and liberal free samples can be given, while in case of durables, high cash dicounts, presmiums, coupons work with introductory offers.

3. To encourage repurchases :

Building of buying habit leads to brand loyalty in case of consumer non-durables. The aims is to tag or tie the consumer to the firm and its brand or brands. Coupons play wonderful role at consumers end ; retailers can offer special saleoffers for continuity sales or purchases such as trading stamps, games, contests and so on.

4. To build traffic :

Traffic building means encouraging more inflow of new buyers and repurchases. This is usually the case with consumer durables where consumers hesitate to go in for those products. This objective is attained by special sales, weekly specials, retail coupons, and premiums. Attempt is made to have impulse buying. Thus an authors' copy can be sold with his original signature.

5. To encourage inventory building :

One of the objectives of each manufacturer is to see that consumers do not suffer because of stock outs in retail outlets. That is why they

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want their retailers to build up sufficient stock to reduce possible stock-outs to help consumers a ready supply. Put alternatively, manufacturers or retailers want the lawyers to build inventories through higher purchase rates. This is the case with marketers of 'star' or 'cash cow' products and they set this objective because of excess capacity or sales growth of sluggish nature. Large inventory building, sometimes increases the consumption rate on the part of consumers.

6. To get dealer promotional assistance :

This aim of getting dealer promotional assistance is achieved by coordinating with personal selling. Generally, sales contests and special cash or merchandise allowances are offered in return for dealer agreements to provide special displays place or space to accept more merchandise in anticipation of consumer promotions or provide additional selling or advertising effort.

ROLE AND LIMITATIONS

Sales promotion techniques and personal selling efforts complement and reinforce advertising. The blend of these three activities constitutes the promotion mix. Sales promotion has been called as the 'plus' ingredient in the marketing mix. This means that it is helpful but optional. Perhaps it was true but not now. It is indispensable ingredient as it benefits manufacturer, middlemen and the consumers. It has its own limitations too.

ROLE

The role of sales-promotion can be spelled clearly as it benefits the manufacturers, middlemen and the consumers. Let us see how each group stands to benefit.

A. MANUFACTURERS AND SALES-PROMOTION

1. It creates new customers :

No manufacturer is happy with the sales turnover achieved so far because, it can be excelled and improved upon. This is, possible by new customers who are brought in the orbit of sales by sales-promotion as it has the capacity to convert potential consumers into actual customers.

2. It retains the existing customers :

Every manufacturer has his own class of customers for his products and services. The intelligence lies in not only getting new and new customers but in retaining the existing class of customers. Tagging the customers to the product or the firm for a long time is the basic function of sales promotion.

3. It combats competition :

Business means existence of rivals. The institution of competition

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is a must to bring about alround improvement in performance. It is the competitive spirit that makes one to excel another through different techniques and weapons. One such powerful weapon is sales-promotion that helps in combating competition.

4. It woos middlemen :

This is true that there cannot be total direct sales by manufacturers to consumers in these days of mass and concentrated production on one side and widely scattered consumers on the other ; middlemen are a must to connect the two ends to balance the demand for and supply of goods. However, to make them to perform their function well, they are to be kept satisfied through incentives. It is sales-promotion that works in keeping them happy and ready to serve.

5. It slashes down the costs :

Sales promotion is one of the promotional tools noted for creating, maintaining and extending demand for the firm's products. This means that mass distribution supports the very idea of mass production and the benefits of this mass production namely better, cheaper and more production are transmitted to all. Producers get higher and higher margin, dealers get increased business and the consumers reduced prices for their purchases.

B. MIDDLEMAN AND SALES-PROMOTION

1. It multiplies sales :

Middlemen are benefitted by the creative act of sales-promotion that creates new customers and retains the existing one. The overall effect is that their sales turnover goes on increasing. It is for their own good and that of manufacturers.

2. It reduces strain :

In absence of sales-promotion tool, the middlemen would have been forced to work still harder to create, maintain and extend the demand for the goods on their shelves. Like advertising, it creates a fertile ground and makes possible quick returns than the advertising.

3. It builds store image :

Sales-promotion covers a wide range of techniques such as demonstration, exhibition, games, contests, displays, window- signs, packages which go much deep in giving beauty-mask or a face-lift for his retail outlet. This personality building work is the magic touch of sales-promotion.

4. It hikes earnings :

Increased sales for retail stores through sales-promotion efforts results in multiplied earnings of commissions and profits as the case

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may be. Success of sales-promotion is his financial success, a mark of achievement, a mile-stone in his business career.

5. It grants personal benefits :

In addition to the increased earnings, sales-promotion makes possible some special non-cash benefits to him and his family associated with his business. Thus, a dealer contest will enables him to have a tour to Europe or around the world or a week's stay in renowned resorts. These are extra ordinary non- cash benefits stemming from sales-promotion.

C. CONSUMERS AND SALES-PROMOTION

1. It supplies information :

Just as producers are eager to speak of their new products and services, consumers are equally inquisitive to know about the latest arrivals. The information made available by sales- promotion gives not only the product features but also the special concession attached to the sales conditions. This information becomes base for accurate decision-making on the part of consumers.

2. It improves standard of living :

Improvement in standard of living implies making available goods and services at least cost, of better quality and in larger quantities. Sales-promotion does this by working on distribution side which has the cycle of effects on production and back again on consumption.

3. It grants Incentives :

It is through the sales-promotion drives that the consumers get number of incentives both cash and non-cash. These may be seasonal discounts, samples, coupons, gifts, contest- prizes. Thus, a victory in sales contest may give him the opportunity of visiting a foreign city or a stay in a star hotel with his family and so on.

4. It builds loyalty :

Sales-promotion incentives build brand loyalty and store loyalty. This tagging of consumer to a particular brand and a particular store has its own impact on the consumers. A consumer who is known for his regularity and dependability gets credit facilities and special concessions on his own.

5. It gives better value for moneys :

Every consumer has his own budget. He looks for some adjustment or refinement in spending so that he gets maximum satisfaction within the financial limits he is struggling. Sales-promotion will mean getting quality goods at reduced prices plus variety of gifts that are useful on which otherwise he would have spent. Thus, a sales contest may bring

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him a fridge for which his family was hard pressed. This is the greatest value he gets for his money so spent.

LIMITATIONS

Sales-promotion is known for short-term quick results unlike advertising. It stands for the impulse buying. However, all is not well with this sensitive promotional mix ingredient. The basic limitations which one cannot forget are :

1. It is a short-run device :

Like a flash light, it flashes and disappears. It has the shortest life impact as promotion tool unlike advertising. It can be used as a tool to achieve short-term marketing objectives by schematic means. It has the strongest ability of creating impulse buying but cannot work as lasting dose.

2. It is a dependent technique :

It is more a supplementary device and has got the blended well in right proportion with other two promotional ingredients namely, advertising and personal selling. That is why it has been rightly described as the bridge between personal and impersonal selling. It makes up the gaps in the two and, therefore, is a plus ingredient but not independent.

3. It damages the brand image :

Advertising is the most powerful means of creating brand image which is a must these days of segmented marketing practices. However, creating brand image through promotional ingredient is like praising too much of a thing. When the firm has already done much in this direction, this plus ingredient creates a doubt in the minds of consumers. They are likely to feel that when too many incentives and concessions are given, there is something fishy about the product or a brand. Thus, instead of refining the image, it is damaged.

4. It is undervalued by experts :

Sale-promotion, as a tool of promotion mix, is under-valued by the experts from advertising agencies. They are of the opinion that sales-promotion as a mix ingredient is not capable of fighting the intense competition. These techniques of sales- promotion are so overt, that they are easily copied by the competitors and the original gap between the competitors is again maintained. It is like declaring timely dearness allowance against ever increasing inflation.

TOOLS OF SALES-PROMOTION

Sales-promotion tools can be seen from the angles of dealers and consumers and salesmen who are baited by the manufacturers by using dealer, consumer and sales-force promotions to have rich dividends for aggressive selling.

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1. DEALER-PROMOTIONS

Middlemen are the vital link in the chain of distribution. In case the movement of goods is not streamlined, the drain gets clogged and the marketing efforts are frustrated. The term 'dealer' is used here to include the retailers, wholesalers and distributors. The dealer promotions are of three types namely, dealer loaders, dealer coupons and point of purchase promotion.

I. Dealer Loaders :

"Dealer Loader" is the premium offered to dealers tied with the quantity of purchases. Dealer loader offers, perhaps, among the best known sales-promotion tactics are designed to sell in order to get the traders to stock larger quantities at specific times. The dealer's cooperation is sought most to load them with manufacture's stocks. The basic reasons of dealer loading are :

(*a*) to avoid product hunting by the customers
(*b*) to distribute over large retail outlets
(*c*) to keep alive the communication
(*d*) to correct seasonal slumps
(*e*) to increase volumes in specific areas
(*f*) to counteract competition, and
(*g*) to force distribution in new areas.

There can be three basic loader premium schemes namely, merchandise deals, price deals and gift novelties.

1. Merchandise deals. When a marketer aims at building a dealer inventories by offering additional quantities of saleable merchandise as an incentive it is referred to as 'merchandise deal'. Thus, Tata, Hindustan Lever and Godrej companies offer 13 soap cakes for every 12 cakes ordered. It is so with shampoo, hair-oil, paste, cream and other toiletories. From the marketers point of new, this quickens the launch of sale and products move faster.

2. Price deals. Under price deals for the dealers, special discounts are offered over and above the regular discounts agreed upon between the dealers and the company. For example, if the regular discount is Rs. 5.00 per case, dealers may be given Rs. 6.00 per case where Re. 1.00 is exclusively for dealer as extra. This price discount is more acceptable to the dealers because, there is no question of delayed realisation as in case of merchandise deals. However, price deals tend to disturb price stability.

3. Gift-novelities. Many a times, the marketing house prefers to give away attractive and useful articles as presents to the dealers against the orders placed. These gift novelties can be transistors, radio sets, clocks, watches, cup-boards, chairs, tables, cash-boxes, lamps, steel

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utensils, lemon and lunch-sets, dress material and the like. These gifts are baited and projected at dealer his wife and children and other close relatives.

II. Dealer Coupons :

Dealer coupon plans are useful in building brand loyalties among the dealers but are rarely implemented in India. In a way, dealers brand loyalty is only a reflexion of consumer loyalty. However, the seller to go in much if he initiates dealer coupon plans. A coupon is simply a document that entitles the holder certain stated concessions. The function is to serve as an inducement to dealers to stock the said item or items. That way, it is very simple. A marketing company places coupons in the bulk pack or packs and exchanges them for gift merchandise listed in the catalog. In practice, the plan operation is little complicated. However, there is nothing like this, if brand loyalty is the basic aim.

III. Point of Purchase Promotion :

This is another dose of incentives and has two variants namely dealer stock, display contests and dealer sales contests.

1. Dealer stock-display contests. In real sense, a display contest amongst dealers is more an advertising medium than an incentive offer. Here, the best display arranged gets the prize. The objectives of stock-display contests are :

(*a*) to provide the very necessary product exposure at the point of purchase, and

(*b*) generate enthusiasm among dealers through the bait of attractive prices. It is one of the most widely used techniques in India.

2. Dealer sales contests. Sales contest is a sales-incentive competition organised amongst salesmen or dealers. Sales contests require participating dealers to compete among themselves in terms of sales-performance during a given period. The prizes are given by the company to the merit performers. There will be consolation prizes too.

B. CONSUMER PROMOTIONS

Consumer promotions are the consumer incentive plans to induce them to buy more. A consumer premium plan can be best described as an article of merchandise offered to the consumers as an incentive to buy more and more regularly over a short span. Premiums are intended to generate immediate purchase decisions. Consumer premium plans are of two types namely direct offers and conditional offers.

I. Direct Consumer Offers :

Direct premium implies that the premium is given right at the

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time of purchase. That is, the consumer gets the benefit of the premium offer immediately. There are quite a good varieties. Here, only six of these are taken for sake of convenience on illustrative basis. However, these are most popular one.

1. **Off the pack premiums.** The seller distributes gift articles for the consumers among the wholesalers and retailers and then announces the premium offer through attractive advertising media to bring the fact to the notice of the consumers. The premium article is neither banded with nor inserted inside the product package, but is separately distributed along with the product. Thus, Cadbury's 5 star chocolate gives a pencil hat to the buyer. Instead, an eraser with purchase of pencils may be given. Empty jars are given with refil packs. A plastic bucket is given with detergent washing powder purchased of a huge quantity say of 5 kgs. It is also called as counter premium offer.

2. **Banded premium offers.** A banded offer can be defined as the offer of the two products sold together, often in one combined pack, at something less than their normal combined selling price when sold separately. In case of banded premium offers, the article of the premium is firmly banded with a regular product package with a tape or other suitable medium. Of late, instead of gift articules, two products of the same company are banded together, of which one serving as premium. Thus, Tata Oil Mills banded, Hamam soap cake with Magic brand detergent powder. Hindustan Lever attached plastic clothes–line with surf economy pack. Colgate-Palmolive company a tooth brush with a pack of paste of 200 grams.

3. **In pack offers.** In case of these offers, the premium is packed inside the product package and it is followed by a message to that effect to the customer, on the package. It is most popular in India as the consumer receives the premium immediately on the purchase of the product. Thus, T.T.K. products company offered 'Idli' stand free packed inside the Prestige pressure cooker. Brown and Polson company offers a small steel spoon inside the pack of custard powder. Sharp Edge company placed two Erasmic shaving blades inside the pack of Erasmic shaving cream.

4. **Container premium offers.** In case of small sized products and the packages, it will not be possible to either insert a gift article inside or band it with the package. The only alternative is to place product in an attractive and reusable container which itself serves as gift. Hindustan Lever offered surf powder in plastic jars. Biscuit manufacturers and confectioners use attractive contianers as gifts.

5. **Price-deals.** Price-deals are temporary price deductions or reductions used to attract the consumers to a product, often a minor improved product. Price-deals have been effective with low priced

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frequently purchased non-durable products. Thus, Brooke Bond India, Liptons India, Tata Tea companies have been offering cash discount on different sized packs. Same is the case with most of the toiletories on which discount is granted for a temporary period.

6. Quantity deals. Quantity deals offer the consumer more quantity of the same product as premium at no extra cost or with nominal increase in the price of the deal package. Thus, Bombay Hygiene company offered odopic cleaning powder as premium offer. It was a small pack of 50 grams every kilo pack purchased.

II. Conditional offers :

In a way, each premium offer is conditional. However, conditional consumer premium schemes require the consumers to perform additional interim function or functions such as collection of coupons, wrappers, or bottle tops as described and presented to the sponsor. These are conditional offers in that all the conditions contemplated are to be met by the consumers. Four such specific offers are considered.

1. Coupon premium plan. The coupons are the certificates which offer reductions to the consumers to exploit the bargain. According to this plan, consumers are to save coupons usually issued as a part of product package. These coupons can be described through mail or ads in papers or magazines. Premium given away inexchange for a specified number of coupons as per the illustrated catalogue. Parle soft drinks company arranges for collection of bottle tops to collect prizes. The WIMCO's safety match boxes contained the numbers or the alphabets from 1 to 1000 or A-Z and the persons collecting these would be entitled a prize.

2. Self-liquidating offers. A self liquidating offer (S.L.O.) is an offer in which all producers' costs are repaid by moneys received from the applicants. The essential feature of this offer is that the buyers of a product, upon the proof of the purchase having been made, are given an option obtain the premium offer article at a price far less than it would cost in the open market. The scheme warrants the participants to return box-tops, flaps, lebels, or any other suitable proof of purchase plus a specified amount of cash of postage stamps to offset or liquidate a part or whole of the cost of the article of premium or any operation connected with the premium scheme. Thus, Cadbury's Fry India company of India, offered in case of Bournvita a plastic glass. Indian Tobacco Company distributed photographs of celebrated cricketers in case of Scissor brand cigarettes. Makers of Pear's Soap sent an Encyclopaedia in exchange for three wrappers and Rupees 15.00 during 1970's.

3. Referral premium plan. Referral or use the used premium is

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based on the principles of using the satisfied consumer endorsing the product and thereby increasing the sales. Here, the manufacturers ask the satisfied customer to tell his friends and relatives about the product he has used and in return gets an award or premium. All companies manufacturing and selling consumer durables resort to this practice. The most common example is that of yearly gift – a pocket diary or a desk diary – to the person sponsoring the subscribers to the magazine of repute namely Readers Digest.

4. Consumer contests. Of late, consumer contests or sweep-takes are gaining much ground. It is a contest or competition based on skill among the consumers in which prizes are offered. Usually, participants are required to purchase the product and send the proof that they did purchase and fulfil other conditions. These may be picking correct answers, colouring the picture, completing a sentence, suggesting a name for the product, to fill in missing line of a jingle, to answer the quiz, spotting the missing ball, or identify an actor or actress and so on where fabulous cash and non cash prizes are given to the winners.

C. SALES-FORCE PROMOTIONS

To stengthen this personal selling to its zenith height of effectiveness, these sales-force promotion tools are used. The basic promotional tools used in this area are bonus, sales contests, sales meetings, conventions and conferences. A brief referral is made here.

1. Bonues to Salesforce :

Bonus is the extra incentive payment made for those who cross the sales quota set for a specified period. This helps both the organisation and the sales-force as they benefit by increased sales resulting in more profit to the company and more earnings to the salesmen who are extra efficient.

2. Sales Contests :

Sales contests are declared to stimulate the sales-force to double or multiply their selling interest and efforts over a stipulated time with the prizes going to top performers. The hidden competitive spirit is boosted and the overall performance of the salesforce is improved. However, all salesmen do not react to this equally as they know that prizes are for the top three persons only.

3. Sales Meetings, Conventions and Conferences :

Sales meetings, conventions and conferences are conducted with a view to educate, train and inspire the sales-man. These meetings, conventions and conferences are held in far off places. The places may be of tourist and business interest to provide business and pleasure and satisfaction.

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In conclusion, it can be said that sales-promotion as an ingredient of promotion mix, has its own effectiveness in affecting the demand for goods and services. The long-term effectiveness of sales-promotion appears too weak if it is not combined with advertising. The sales promotion people are to learn about the ways in which the consumers and dealers respond to promotions because for a given objective there are alternatives in terms of sales-promotions. To have correct selection of the option, there should be indepth study of effectiveness of such options.

SELECTING, APPROPRIATE SALES-PROMOTION TOOL

As noted earlier, there are six objectives of sales-promotion and these objectives can be attained by the alternative sales- promotion tools. The actual selection depends on the analysis of following questions in particular :

1. Who is going to buy the product ?
2. Who influences the purchase of a product ?
3. Who uses the product ?
4. How much of a product is bought at a time ?
5. Where is the product purchased ?
6. How often is the product purchased ?

The answers to these questions will give the broad guide-line for selecting a particular sales promotion tool or tools.

IMPLEMENTING THE PROGRAMME OF SALES-PROMOTION

Before implementing the sales-promotion campaign, it is better to have pre-testing. Because pre-testing helps in assessing whether it fulfills the objective or objectives, knowing whether the sales-force, retailers and consumers are happy with promotion, to guage its administrative smoothness and to size-up the response to the promotion. Pre-testing can be possible through voting as a test, store panel and a consumer panel. Voting method is one under which opinions of salesmen are taken and the results are finalised. Area test implies conducting promotion trials in a small area to assess the responses. Store panel takes into account opinions of selected stores in operating the sales promotion and the consumer panel believes in the opinions of selected consumers on the operation of promotion.

After conducting the tests, one can be sure of its degree of success that saves waste of telents time and treasure if bad plan is rejected accordingly. Similarly, post testing may be undertaken. Post-sales promotion testing is the marketing research study used to evaluate the audience reaction to a promotion activity during its implementation or after it has been implemented on a full scale.

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CHAPTER 21

ADVERTISING – I

General :

This is the age of advertising ; your product or service ; however; it may be good, it is not enough ; the public must be told that your product is the best or your service is the best, though it is said "good wine needs no bush." That is why, it has been said very rightly "doing business without advertising is, like winking at a girl in dark". So long like as competition exists, there will be advertising. It is the chip of human civilisation and part of culture. It is an Archimedian lever that makes the business world to move. It is one that supports very strongly the personal selling efforts of a salesman. That is why, this chapter concentrates on, meaning, distinctions and role and limitations of advertising, objectives of advertising.

WHAT IS ADVERTISING ?

The word 'advertising' is the most widely used and known to the people of all ages notwithstanding the difference between their sex, level of education, economic status, religious background, political affinity and even personal philosophy of life. It is because advertising is the business of the people, for the people and by the people. It is so close to us that we are clothed with it and we feel its sway wherever we go, whenever we want invariant forms. This word "advertising" is derived from Latin word "advertere" which means to turn the attention or the mind. Advertising does turn the valuable attention of general public to a product, a service or an idea.

The word advertising has two broad concepts namely 'micro' and 'macro'. As a 'micro' concept, it stands for the managerial function of any organisation intending to send the information to the other members of the society. As a 'macro' concept, it represents the entire advertising industry and is an indispensable social and business institution. We are more concerned with 'micro' concept. In that sense, advertising consists of all those activities involved in presenting to the target market, an oral or a verbal or a visual non-personal, openly sponsored, paid message related to a product, service or an idea. This message is known as advertisement and is disseminated or spread through the media and carriers and its vehicles.

The most widely quoted definition is one given by the American Marketing Association that runs as "any paid form of non-personal

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presentation of ideas, goods or services by an identified sponsor". As said in new Encyclopaedia Britannica "advertising is a form of communication intended to promote the sale of the product/service, to influence public opinion, to gain political support or advance a particular cause." It is a "paid persuasion through sight, sound and motion." It can be also defined as "controlled, identifiable information and persuasion by means of mass communication media."

CHARACTERISTICS OF ADVERTISING

The essence of advertising is caught in the following basic elements of advertising which can be called as the essentials or basic features of advertising.

1. It is non-personal :

The advertising message of the sponsor reaches the audience indirectly through various media vehicle where the sponsor does not tell individually each consumer of his product or a service or an idea. It is mass communication process and attempt. At a times, in a single sweep it addresses countless people. A few seconds of attention of people on their Television sets fetches them good deal of advertising message whether-they like it or not. It is not personal or individualistic put in one coverage and lot.

2. It is Informative :

The advertising information is designed to provide useful information to the readers, listeners and viewers about products, services or ideas which is a must for a customer to take wise and timely decision. Even if he does not want to buy he is kept informed about the product or service or an idea. Thus, each piece of advertisement has a story to tell facts to release, theme to share, benefits to enjoy. Advertisement and hence advertising is a great entertainment, informer, educator widening the frontiers of knowledge.

3. It is persuasive :

By very nature, advertising is persuasive unles an advertisementt causes a reaction or a response favourable to the seller, it is a sheer waste of time and money. The main purpose of advertising is to influence or persuade the people buy a product or a service as an idea. Persuasion is to change the attitudes and actions. Each advertisement is so couched that the reader or the listener or the newer changes is attitude favourably finally leading to positive buying action. Makers of toilet soaps have extensively used the film stars to glamorise its image ; makers of paste have taken shelter of ingredients as clove oil, mint, fluoride and colours.

4. It has identified sponsor :

Each advertisement has the sponsor who is identifiable. That is,

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an advertising message can be given by any anonymous. The person giving message can be kept in dark. It is for the simple reason that it is the sposnor who foots the bill of advertising. In other words, advertising is not possible free of cost. Someone should pay who is identified as the sponsor. That is why, in case of each advertisement, we see, hear and feel about a product, a service or an idea along the name and address of the makers and marketers.

ADVERTISING DISTINGUISHED

Before we proceed further, it is essential to distinguish clearly between three closely related terms namely, publicity, propaganda and sales-promotion. We have already noted distinction between salesmanship and advertising elsewhere in this book.

"Advertising" and "Publicity"

"Publicity" is an effort to make available certain information to the public. According to Association of Teachers of Marketing and Advertising of America, "publicity is any form of non- personal presentation of goods, service or ideas to a group, such presentation may or may not be sponsored by the one responsible for it and it may or may not be paid for." If one compares the two definitions of 'advertising' and 'publicity' three similarities stem from. These are : (*a*) impersonal presentation of information, (*b*) conveying information regarding product or service or an idea, (*c*) making use of any media–indoor, outdoor, direct and promotion for transmitting the information.

However, "advertising" and "publicity" and distinct words can be clearly separated on following grounds of differences.

(1) "Advertising" has commercial touch ot message while in case of publicity it may or may not have it. (2) "Advertising is always paid for while "publicity" may or may not be paid for. (3) In case of "advertising" it is the sponsor who controls the message while in case of "publicity" it is the media that controls it. (4) 'Advertising' commands less respect while 'publicity' has upper hand. (5) In case of "advertising" the sponsor is known while incase of "publicity" he may or may not be known. (6) If message is ignored by the audience it is the advertiser who suffers in case of "advertising" while in case of "publicity" the audience. (7) All "advertising" is "publicity" but all "publicity" is not "advertising".

"Advertising" and "Propaganda"

"Propaganda" is the means of gaining support for a given cause or belief or an opinion or an attitude. It is essential a bias towards a particular view, good or bad. Propaganda signifies an organised effort to spread a peculiar doctrine, dogma or a principle. It is not

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frank, open and advanced in its approaches and achievement. It differs from advertising as under :

(1) "Propaganda" sends message which is not commercial while in case of "advertising" it is. (2) "Propaganda" achieves its objectives by poisoning the minds of public while "advertising" is not sinster in its approach. (3) The identify of a propagation is not known while that of advertiser is known. (4) "Propaganda" makes no difference between the individuals in sending the message except age, while "advertising" does. (5) The claims of "propagandists" cannot be easily tested while those of 'advertisers" can be tested. (4) All "advertising" is propaganda but all "propaganda" is not advertising.

"Advertising" and "Sales-promotion"

"Sales-promotion" represents those marketing activities that stimulate consumer purchasing and dealer effectiveness such as displays, shows and exhibitions, demonstration and variety of non-recurring selling efforts. It is other than salesmanship and ad efforts. Though these are the activities appearing similar to those of advertising, they can be distinguished as under :

(1) "Advertising" aims at developing a favourable consumer attitude towards the product and moving the consumer to the point of purchase while "sales promotion" starts functioning by providing a specific inducement. In other words, sales- promotion starts where advertising ends. (2) "Advertising may have long-term or short-term perspective, while "sales- promotion" always has short-term perspective. Thus, image building may be long-term or medium-term objective while immediate action a short-term one. In case of "sales-promotion" the aim may be to arrest the sales fall. (3) The media of "advertising" are broadly classed as indoor, outdoor, direct and display, but "sales-promotion" has media like contests, premiums, prizes, stampings, special schemes and the like. (4) Though both are media of communication, "advertising" is more pronounced in pre –and post-transaction phases, while "sales-promotion" is the transaction phase itself. That is, sales-promotion is closest to selling proper than advertising. (5) Since the impact of "advertising" is long-term and cumulative, it is both repetitive and frequent, while "sales-promotion" is not repetitive and frequent is the impact is short-term and non-cumulative.

ROLE AND LIMITATIONS OF ADVERTISING

Advertising is an integral part of our social and economic system. As a powerful technique of promoting sales, it has been doing wonders in the domain of advertising because, it influences the very course of consumption, affects the process of production, enlarges exchange and diversifies distribution. It is that powerful magnet that motivates the

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world of business. It is the main stay of human civilization and cornerstone of culture. The significance of advertising can be seen from the angles of manufacturers, middlemen, sales-force, consumers and the society. Along with the strength, there are some weaknesses or limitations.

ROLE

I. MANUFACTURERS AND ADVERTISING :

Manufacturers and producers who intend to make available goods to the people at profit, do take full advantage of advertising as a major weapon to popularise their products, services and ideas. The specific benefits that accrue to the manufacturers are :

1. It increases and stabilizes the sales turnover :

Even the best product cannot be sold on its own, though it is said "good wine needs no bush". People should know that the product is the best. In a highly sensitive and competitive mechanism, profits of the firm cannot be maximised by mere reducing the costs but by multiplying the sales. Advertising does this by changing the consumer attitude favourably. Further, the sales-turnover rate so attained should be maximised and maintained at any rate. Advertising does this by repeat sales. A regular, effective and frequent advertising helps in building more loyal class of customers.

2. It maintains the existing markets and explores the new ones :

A forward looking company always has its eyes on the further business prospects though it cannot lose sight of the current position. A company's success is reflected not only in creating market but its maintenance and extension. It is a natural feeling that when ad campaign decreases, the products are not measured up to the consumer expectations. Further, current business situations warrant a forceful entry into new markets. In such newly explored markets, advertising does spade work for the sponsor to sow the seeds of prosperity.

3. It controls product prices :

Through advertising, it is possible to control the product prices with profit, particularly the retail prices. Very often, the greedy retailers exploit the needy consumers by charging higher prices. If consumer's exploitation is not bridled, both producers and consumers are to suffer for no fault of theirs. The manufacturer can help himself and the consumers by printing the consumer prices on the product packages. It protects consumers interests along with the product for which he is remembered by the consumers.

II. MIDDLEMEN AND ADVERTISING :

In the chain of distribution, middlemen acts as the essential links

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between the producers and the consumers. Their existence is justified by the functions they perform and the services they render. Here, benefits of advertising are traced from the angle of a retailer—the last link in the chain of distribution.

1. It Guarantees quick sales :

Every retailer holding the stocks of different producers is interested in quick turnover. Advertising, by bringing these whole range of products to the notice of consumers, quickens the pace of sales. Faster sales imply the specific advantages such as reduced capital lock up, loss of stock, and increased profits. Advertising gives him much beway and freedom to better serve the needs of consumers. Therefore, he earns better by serving better.

2. It acts as a salesman :

Advertising has been described as salesmanship in print. What a travelling salesman does for the selling house is done by advertising at least cost. That is why, most retail organisations do not employ large army of travelling salesmen. Instead, they are willing to spend on advertising which attracts consumers to the stores where the counter-salesmen cater to their needs. In fact, advertising has been heralded as a boon to retailers who are freed from the problems of sales management. In fact, goods are sold in advance by advertising.

3. It makes possible retail price maintenance :

The consumers are very keen on getting quality products at reasonable and stable prices over a period of time. Each consumer has his own family budget where he strives hard to match the expenditure to the disposable income for a socially acceptable decent living. If the prices go on changing abruptly, those individual budgets are likely to be distorted to such an extent that the consumers have to think of substitutes for the products they are enjoying at present. It means there will be shift in brand preference. Consumers have a sigh of relief because, the advertised products publish the retail prices that are likely to be in force at least for three to six months and in some cases over a year.

II. SALES-FORCE AND ADVERTISING :

Sales of the selling house are the outcome of the efforts put in by both direct and indiret approaches. Personal selling is the direct method while advertising is indirect. Both are important in the whole scheme of successful marketing. Both are to be dovetailed for the best results. The salesmen stand to benefit as under.

1. It Creates colourful background :

A good salesman is nothing less than an actor who by his skill in selling wins the hearts of consumers and sells the company products

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and services. All such sales acumen has value and glamour only when he has a matching back-drop. He may be agite, tactful, versatile salesman but the extent of his success is resting on the colourful background created by the advertising. Salesmanship without advertising is like a song without music or a whisky without water. Advertising creates stage for him for his acting to stage effects to magnify his performance.

2. It reduces his burden of job :

In case, salesman alone is called upon to accept the challenge of selling, it goes much difficult. In absence of advertising, he is forced to play a double role—the role of advertising and that of salesmanship both rolled into one. Advertising provokes public interest, wins the confidence, promotes, conviction. With such a ready background, salesman can capitalise easily to sell well. As advertising sells between the calls, the work of salesman is rendered easier, cosier and dosier.

3. It instills self-confidence :

The victory of a selling house is conditioned by the nature or quality of the sales-force rather than its quantity or number. A sales-force that is self-confident and drive-packed is really an asset than the army needing a big push without self- start. Advertising, by educating sales-force, acts as a creative force as it instills self-confidence, inititative and drive in them. Advertising gears the salesmen to the top by making them self-confident and self-starting.

IV. CONSUMERS AND ADVERTISING :

The final aim of all marketing efforts is to satisfy the needs of consumers by transmitting the benefits of productive efficiency to the final users. Advertising is an essential adjunct of modern marketing mechanism that helps the consumers at least in three ways.

1. It is a driving force for decision-making :

The present day complex world of industry has been able to provide us with the largest possible varieties of products to such an extent that the consumers are at loss to decide. Further, each producer claims that his own products are the best. For such situation, it is advertising that comes to the rescue of a consumer to select the best by providing him with comparative account of each in terms of features, prices, utility, quality, durability, convenience and the like, the consumer finds it easy to decide with such ready and handy information.

2. It ensures better quality products at reasonable rates :

Advertising stimulates the sales of good product and accelerates the destruction of bad product or products by imprinting the image of the product on the minds of the buyers and earn a long standing

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reputation for the manufacturing house. It is the work of branding to build the image because, every brand stands for quality, value, guarantee, price and service. This means that a rupee paid has definite value received. Maintenance of quality and price of a product is important not only as an objective but as a bench-mark for quality improvements and the price reduction.

3. It saves good deal of time :

The modern gracious living has made the members of the family to put-forth their best to make both the ends to meet. In the past, the things were cheapest and requirements were limited. Hence, it was enough for a single member to earn the bread for the entire family. However, today's craze for too many things and the mounting inflation have made more members of the family contribute to the family income. Each one has joined the rat race of earning more where he is racing against the limited time. Today, the people are so busy that they pant for the arrival of Sunday or holidays to have badly needed rest. For such people, advertising is a great time saver. Advertising saves time in the sense that it sells the goods and services well in advance. That is through the ads, people know about products and services, they are only contact the selling outlets and get them.

V. SOCIETY AND ADVERTISING :

Advertising is both business and social institution and force. As a business and social process, it affects everyone in the society. The society, in general, stands to benefit as under.

1. It uplifts the living standards :

Advertising nourishes the consumer purchasing power and creates wants for better standard of living. Standard of living depends on the national income and its distribution on one hand and the consumption pattern on the other with relevance to the disposable income. Advertising gives kick to the consumption pattern making the people to buy more and more and new and new ; this results in more, better and cheaper production on one hand and increased employment and income on the other. Thus, more, better and cheaper production will be in the easy reach of people with low income pakets even enabling them to enjoy higher standard of living.

2. It generates gainful employment opportunities :

Advertising is capable of generating gainful employment opportunities, directly and indirectly for those who have the talent and the courage. Direct employment opportunities are wide open in the varied branches of the ever growing field of advertising. It is highly specialised and challenging area requiring the services of talented people like artists, painters, photographers, messagewriters, singers,

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composers, musicians, carpenters, press-men, actors and actresses, technicians agents and executive too. It is these people who handle the meticulous and delicate tasks. Indirectly, it has given employment by supporting all those industries that supply the inputs these advertising activities such as paper, paints, cloth, colours and dyes, electric, electronic, steel and other metal and non-metal industries.

3. It provides new horizons of knowledge :

Advertising is a great educator. It is a form and means of education. Every advertiser has something to share with the society. Thus, employer speaks of job vacancies and an idle candidate solicits the job, parents hunt brides and bride grooms, some announce the arrival of a baby while others the departure of old ; producers speaks of their products, services or the ideas they propose to sell. Each ad is a piece of information and has the theme behind. To convey the theme, the ad copy tells a story, gives a statistical profile, narrates an incident, gives enchanting illustrations that we have never heard and seen. Thus, it educates and entertains.

4. It upholds the culture of a nation :

Culture is man-made environment in which he lives along with others. It stands for the values of life and living. These values are subject to change and are guided by the dynamics of social, political, economic and ethical dimensions. The cultural function of advertising is to understand, reflex and accept the value structure of society well before it vanishes it. Advertising, within the limits, set by the culture is to create new expectations and aspirations for the consumers.

LIMITATIONS :

Though advertising is a multi dimensional and a powerful mass communication media, it suffers from some serious limitations. Despite its capability of doing so much and so well for the world of business and society, it has failed in some areas as pointed by advertising experts like Mr. Peter. W. Allport, Richard E. Stanley, Otto Klepper and others. The serious limitations of advertising are :

1. It has limited capacity :

The individual requirements of consumers are not identical. That is why, a single advertisement fails to meet the requirements of all the consumers or prospects in one sweep. Thus, an ad on motorboating would appeal only to boat enthusiasts ; an ad on cosmetics will appeal only ladies and an ad on shaving cream and after-shave lotion to male population. Again, they may not reach the audience in the opportune time to have the appealing effect.

2. Advertisements are rigid :

The ad message once set cannot be adjusted very often to the

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reactions of the consumers, nor can answer the objections to the product or service. The ad message is hammened as planned irrespect of the fact whether a consumer likes or not, or whether in mood or not. This rigidity becomes a base for consumer irritation towards that particular end. It is boring and nausiating facing each time the same ad message or copy. By very nature people like change. It matters little even if the same material is presented, but it is to be presented in a novel way.

3. The advertisements are unbelievable :

People do not believe in the end message in toto. They know that such a message is designed to influence them and they tend to discount any suspicious and tall claims made by the advertisers. This 'trade-puffing' or legal use of some exaggeration by the advertisers does not help to serve and secure much desired confidence of the public. What is more important is that no advertiser speaks of the weaknesses of his product or a service. He claims that his product or service is the best. This commercial truth is taken commercially by the people too.

4. Conditional advertisability :

Advertising is most conspicuous element in marketing, yet may not be effective in all cases. The advertisability depends on certain product conditions such as it is good – has significant differential – is identifiable by brands – is known for maintained quality – has agreable price – is capable of being sold impersonally. There will be a good consumer response and action if these conditions are fulfilled. In other words, advertising is not a magic wand to do and undo at the orders of master.

ADVERTISING JUSTIFIED

Everything in this dynamic world is having one or the other lupe-hole, no one is perfect and nothing is flawless. Advertising as mass communication media is no exception to this. However, its socio-economic role is so great and deep that it has done more good than bad. Inspite of its serious limitations the contribution of it fully support it as a socio-economic process, an institution, a tool of marketing and a sharp and dependable weapon of successful business. It is justified on the following grounds. The strong points in its favour are :

1. It reduces costs and prices :

It simplifies or replaces the personal selling. By expanding consumer market, it affects favourably the production where benefits of large scale production and distribution are transmitted to consumers.

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2. It guides consumers :

Consumers may be business or final–depend on advertising as a dependable guide that provides up-to-date information that acts as the base for selling the best products or services so that they get best value for the money they spend.

3. It adds value to products and services :

Advertising is useful activity having utility than waste. It is known for creating form, place, time, possess in utilities. In addition it creates one more special utility and that is perception utility.

4. It encourages competition :

competition is an essential adjunct of dynamic economic system. It is competition that keeps the producers and the distributors on their toes making them to increase production, improve quality and decrease the costs of production and distribution. This is same thing encouraging as it lifts the living standards of community.

5. It generates gainful employment :

Advertising is the business of the people. People talented, committed, vibrant, imaginative, industrious and hence creative have the definite place in the multi-dimensional industry of advertising. It provides both direct and indirect employment to millions. All the ad-men and ad-women get their due share in their efforts and brain.

6. It supports, transmits and transforms culture :

The cultural impact of advertising is really great. It upholds the value structure of the society, refines it, transforms it for better tomorrow. It injects sophistication and refinement thus improving the quality of life. It gives a wide publicity about the material and cultural incentives of true democratic and free enterprise society.

7. It stimulates thought and action :

Advertising is not merely a commercial concept and approach. It does not always think of multiplying sales, profits and revenue to the economy or the state. The latest role is one of identifying the problems of society of national, social, ethical, importance, provoking thought and propelling action in the right direction to solve them effectively.

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CHAPTER 22

ADVERTISING – II

General

Advertising part – I could give complete picture on meaning, distinction, role and limitations of advertising including its justification. This chapter plans to go into the details of media of advertising and media vehicles in thread-bare as to meaning, relative merits and demerits or each media and media vehicle and ends with tips on selection of a media for success.

WHAT IS AN ADVERTISING MEDIA ?

An advertising medium is the message carrier. The advertised message travels from producer to the consumer through carriers which provide vital link between the advertisers and the audience. This link is the medium. Each medium is made up of number of sub-carriers called as **"vehicles"**. So many vehicles that carry message make a medium. Over the years, new media and media vehicles are discovered as old system paves the way for the new one. Though, there can be many ways of classifying these media, the four-way classification is the most acceptable as – indoor, outdoor-direct and display. The following chart makes this idea of classification and make up of each very clear :

ADVERTISING MEDIA

INDOOR	OUTDOOR	DIRECT	DISPLAY
1. Press	1. Posters	1. Envelop Enclosure	1. Displays
2. Radio	2. Painted-displays		2. Show-rooms & show cases
3. T.V.	3. Travelling	3. Booklet and catalogue	3. Exhibitions & Trade fairs.
4. Film	4. Electric signs	4. Sales letters	
5. Video	5. Sky-writing	5. Gift novelties	
	6. Sandwichmen	6. Store publications	
		7. Package inserts	

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A. INDOOR MEDIA

Indoor advertising means the use of those vehicles by the advertisers that carry the message right in the house or indoors of the audiences. These vehicles are newspapers, magazines, radio, television, film and video. Here, the message reaches the audiences indoor where they are supposed to be in easy, receptive mood as home in the resting place – a place of relaxation.

1. NEWS PAPERS

It is almost impossible to imagine a life without newspapers. It is as essential as a good cup of tea in the morning or even more important than a cup of tea to start the day. Newspaper is one that gives news, views, ideas, interpretations, opinions, narrations, comments and explanations covering social, economic, political, educational, moral, cultural, ecological, materialogical developments and the like. It enlightens and entertains. Of all the media, news paper is considered as the back-bone of advertising program as it has continued to remain the most powerful message carrier. Of the total space, 45% goes to ads and the rest for textual matter.

Newspapers are classified on the basis of coverage, frequency, and language. Coverage makes it a national, regional and local. The national papers are – Times of India, Hindu, Indian Express, Economic times. Financial Express, The Statesman, The Indian Post to illustrate a few. Regional papers can be statewide or more single state coverage. The examples in Maharashtra are – Bombay Samachar, Hitwadi, Loksatta, Nagpur Times, Janmabhoomi. In Karnataka – these are Prajawani, Udayawani, Samyukta Karnatak. Local papers say, in Goa are Navahind Times, Herald, Gomantak Times, Gomatnak, Navaprapha, Sunaparant and so on. This classification of coverage can be subject covered as economic and non- economic. On the basis of frequency, these can be dailies, bi- weeklies, and twin editions daily. On the basis of languages, there can be as many as the languages are there.

In India, there are 21 major languages ; newspapers are published in 91 languages. We have more than 20,000 newspapers. The leading one are Indian Express, Times of India, Malyal Manorama, Anand Bazar Patrika, Languagewise, 5950 papers in Hindi, 3900 in English, 1250 in Bengali, 1175 in Urdu and 1150 in Marathi.

MERITS AND DEMERITS

Merits :

1. *It has wide coverage* : Newspapers serve local, regional and national markets. They enter respective markets by reaching people of every age and income level both in cities and rural areas. Further,

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Sunday Magazine or Saturday page is liked by every member of the family as he and she finds a particular reference to him or her ; 'business' news for father, 'home economy' for mother, 'fashion' page for the youngesters, 'comics and puzzles' for the kids. Thus it goes to everyone in the family and the friend circle.

2. *It has quick response* : Newspaper is the carrier of current news item. Poeple read them to find as to what is going on around. Newspaper advertisements have a sense of urgency, a touch of inquisitiveness. The public response to the advertisements given is quicker as it is hammered out every morning. It reaches them while it is fresh and they are fresh and in receptive need. These advertisements are of immediate nature and naturally find the most fertile environment to express their views and news value.

3. *It is regular and frequent* : For those manufacturers who are more particular about the frequency and regularity of their message, there is nothing like newspaper. Newspapers advertising keeps the product or the service constantly before the readers. It reminds them of the product or the service. It also indicates the supprt given to the local wholesale and retail dealers. These dealers are bound to cooperate wholeheartedly as their names and addresses are listed in the ads.

4. *It is speedy and flexible* : The foremost requisite of news-papers advertising is that it is the speediest because of its daily publication. Further, the closing dates for the ads are the shortest among the print media. Advertisements can be inserted or changed practically over-night. Retail advertisers often make last-minute changes in their news-paper ads to take full advantage of newly arrived shipments, last minute concessions to boost the sales.

5. *It is economical* : The cost of sending the message to the audience is relatively lower. The rate structure of newspapers advertising is such that it gives one of the lowest cost per individual reached. The extent of cost per reader depends on circulation of that paper. As the reach or the coverage widens the total cost is absorbed by large number of readers reducing the unit cost to the minimum.

Demerits :

1. *It has shortest life* : The life of newspaper is the shortest. It has been estimated that the effective life of a newspaper for an individual is about 15 to 20 minutes. None bothers to refer back the paper which is stale and a day old. The newspaper ad is seen briefly, for a reader usually goes through the paper only once before discarding it to make advertising lasting, the advertiser is to repeat it which means additional cost that too with very short span of life again. It means waste.

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2. *It lacks quality reproduction* : The news-print that is the stationery used is so coarse that the quality of reproduction suffers a setback – may be black and white or colour. Because of the very nature of printing process involved, daily newspapers do not offer the clarity and fidelity of advertising impression. Even the R.O.P. colour printing compounds all the problems that black and white news-paper printing has high speed printing on rough porous papers – makes fine reproduction and close registration of colours difficult. No doubt, colour reproduction is fast improving, but still it is to go a long way to provide excellent results as in case of magazines.

3. *It has waste in circulation* : There is a possibility of waste because it does not cover all the prospects in so far as it is not read by all the prospects – it is wrong to pressure that all prospects affiliated to a particular language will read the same newspaper – each newspaper has certain amount of circulation restricted to certain group of readers. If it has to use a particular locality or a group of people, a blanket circulation results in waste.

4. *It has possible duplication* : In metropolitan cities, newspapers have morning and evening editions. The working class that has to go over a vast distance keeping far away from their homes, goes in for these late editions. Therefore, there is no need to advertise the same matter in both the editions. However, opinions differ as to which edition is more suited to the requirements of the advertisers. In the morning, the readers are fresh and are likely to give much deserving attention to the news-items and the ads. On the other hand, some have the opinion that it is the evening edition that makes him to take more interest in advertising. Any way, there is going to be a kind of overlapping that reduces the value of advertisements.

From the above evaluation, it is quite evident that newspaper as a vehicle of print media is most suitable where : (1) the firm wants to introduce news products and services or ideas. (2) the firm wants to support the efforts of wholesalers and retailers and (3) where quick and unexpected changes are likely to occur.

CRITERIA FOR NEWSPAPERS SELECTION

Though newspaper is the back bone of print media and is of paramount importance to the local merchants and of much flexibility to the national advertiser, that advertisers are to consider the following points while selecting a particular news- papers purely for advertising their products or services or ideas.

1. Circulation :

Circulation stands for the number of copies printed and sold. One should take into account the actual and the potential circulation. It is really a difficult task to measure or estimate the actual and potential

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circulation. The hindering factors are that the number of copies sold cannot be taken as copies read. Many a times, we see people subscribing but not reading and opposite is equally true. The best course open is to rely on the audit reports given by the A.B.C. of India (Audit Bureau of Circulation) where majority of paper publishers are the members. The ad manager should get citywise, districtwise, statewise and nationwise analysis because, a paper may have widely scattered or concentrated circulation in a particular part of the country.

2. The ad rates :

The rate structure of the schedules of advertising tariff varies from newspaper to newspaper depending on its reputation, credibility, circulation, coverage, services rendered and so on. In addition to these, rates differ as per the requirements of the advertisers such as size and nature of ads. Similarly, newspapers have their own pricing strategies. Thus, serial rates, local rates and preferred rates are applicable to differing requirements.

3. Newspaper policy :

Newspaper policy can be frankly called as editorial policy that has greater bearing while selecting a newspaper. By virtue of freedom of press, each newspaper has its own policy, political affiliation, attitudes and philosophies and the bias. It may be pro-or anti-ruling party or government of a state or the country. If it is pre-government, the advertisers can take full advantage of government activities, contracts, and works regarding which ads can be easily accommodated in such papers. Ads in anti-government news-papers would imply the advertisers is against the government and he has to face the music in the form of delays and harrassment.

4. Space availability :

Though 45 to 55 per cent of total space is meant for advertising in case of newspapers, not all newspapers provide space for all advertisers and all advertisements. Some provide a very small portion, still others two to four pages out of six to eight pages. Any way, it is individual policy matter as to how much space is to be set aside for ads. For advertiser, the problem is two-folded namely to book the space in paper and to select that space which is strategic to get the attention of audience.

5. Language of the paper :

Language in which a newspaper is printed and circulated is of special significance in India as it is to do with the consumer profile. Products enjoying local markets, papers in regional languages do better. It is because even the best ad which can be read and understood because of language barrier is of no use. Language is the vehicle of

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thought a mark of ethnicity. There is close alliance between the languages spoken, the products consumed that differ from area to area.

6. Colour ads :

Though colour printing has been on increase in newspapers of other advanced nations of the west and the east, Indian experience is something different. At present, a handful of papers have started colour ads. Colour makes a world of difference in getting attention of the prospects. Colour is one of the production to go in for those papers that provide this facility of colour advertising. However, the reproduction should assure quality, tone and fidelity, else the ad is likely to fail.

7. Time of issue :

Newspapers have two editions—morning and evening in case of city editions. The time of issue has its own say on selecting a particular paper for advertising. Normally, morning editions have good deal of coverage of news having wider circulation, ejoying comparatively longer life read with wrapt attention than the evening editions. Morning edition is better suited for products with features of durability and non-durability while evening editions can be used for ads on entertainment and recreation activities. At the most on reduction sales campaigns.

8. Type of readers :

These are the days of market segmentation. If the marketer is take full advantage of this market segmentation, he should know the characteristics of readers. It is the type of the readers that decides the capability of a particular newspaper as an ad medium. Thus, O.R.G. conducted a national reader survey of different papers. In case of Times of India 45 per cent of readers are graduates and post-graduates. It means that ads required by these can be given in Times of India for better results.

It should be noted that selection of a particular newspaper takes into account all these eight points together. Only after reconciling these points, a wise selection can be possible. As it is a tedious job, most of the business houses take assistance or guidance from advertising agencies that specialise in selection, buying space, preparing copy, placement as per schedule and so on for nominal fees. It pays to go in for the specialized services as they are professionals and so that the producers and manufacturers can concentrate on their own area problems.

2. MAGAZINES

Magazines are one of the oldest media used by the advertisers. Magazines are the periodicals published weekly, fort-nightly, monthly,

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quarterly and annually. These are with the editorial approach appealing to specific classes of consumers or readers. They cover a wide variety of topics providing light leisure reading in easy chairs. Well known, thought provoking, authoritative articles from almost all branches of human knowledge are given along with entertaining items of puzzles, riddles, cartoons, comics and the like. In India, 1970's are remarkable as magazine market boomed, particularly after lifting the emergency by Indira Gandhi the then prime minister. Many good political magazines came light such as Sunday, Onlooker, Frontline and so on. Same was the case with business magazines.

The magazines can be classifed in two ways as special and general. The examples of special magazines are Filmfare, Star and Style. Design, Inside Outside, Mantra, Auto India, Indian Manage ruent, Business today, Advertising and Management. Star-Dust, Femina, Eve's-weekly, Health-care, Architect, Dentist, Executive, Banker, Industrial Times, Business India, Promotion, Capital, Chartered Accountant, Management Accountant Chartered Secretary. These cater to the needs of specialized people. Thus, Eve's Weekly gives practical information of cooking, home decoration, child care, entertainment, gardening, social contacts and orientation as to how to receive the guests ? how to meet lawyers ? Doctors ? Teachers ? How to get along with life partner and other elderly members of the family ? On the other hand, general type of magazines do not concentrate on a particular topic or subject but cover in general all the aspects. The examples of this kind are Reader's Digest, Front-Line, India Today, Imprint, Mirror, Illustrated Weekly, Times, Life, Span and the like.

At present, there are 4200 weeklies, 225 fortnightlies,7825 monthlies, 450 quarterlies and 10,000 annuals totalling all to a figure of 22,700. Among the weeklies, 'Kumudam' has the highest circulation ; among fortnightlies 'India Today' and in case of monthlies "Manohar Kahaniyas".

MERITS AND DEMERITS

Merits :

1. *It has longer life :* Magazine has a longer life as compared to newspapers. From the advertiser's point of view, magazine provides enough of prospects time to register a complete selling impression. This impression is sufficiently permanent almost to ensure a mulitple advertising impression. This impression on the readers is facilitated by pass-along effect. People read magazines much slower than the newspaper and there is good deal of deep reading.

2. *It has visual display :* Due to high quality paper stock and constant improvement in printing technology, magazines offers the

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advertisers with the merits of quality printing excellent picture reproduction and true to life colour display. The ad message improves its get- up because of detailed figures, drawings, graphics and colour combinations. Colourful advertising makes it clear, crisp, lovelier and lasting on one hand and complete and comprehensive on the other.

3. *It has selectivity :* Selecting is the chief value of magazine advertising. People with specific interests can usually find magazines to serve their interests and this allows the magazines to provide high degree of selectivity. Advertiser can reach any market segment in terms of differing demographic variables like age, income, occupation, educational level, sex and the like. It should be noted that magazines have high degree of believability, acceptance, authority and editorial vitality in their respective areas and fields.

4. *It enjoys loyalty and prestige :* Magazine buying families are normally above average prospects for all the nationally advertised products because they are better families having higher educational attainments and larger income bowls. They are loyal to the magazines to such an extent that they feel that identify themselves a distinct class. Thus a person or a family subscribing to a magazines like 'Life' or 'Fortune' or "Time" has a sense of belonging to portray that it belongs to a particular segment of a society.

5. *It is known for geographic flexility :* Magazines have an edge over newspapers in that they enjoy national circulation. As magazine circulation tends to follow population trends, the circulation of the national magazine may be closely correlated to the advertisers market. This reduces pre unit reader cost. Further, geographic flexibility is possible through regional editions than national. These regional editions give the golden opportuniy to the advertisers to have closer and better fit of products, their distribution and tailoring their appeals to different geographic areas.

Demerits :

1. *It is inflexible :* This is the most annoying factor for the advertisers in case of magazines. Buying space and preparing the ad copy will in advance of its publication is a headache. In case of weekly magazines, the advertisers are to handover the copy plates at least 8 to 10 weeks in advance – particularly in case of colour ads. Once this closing date is over, no changes in the ad copy are allowed nor space can be cancelled. Though not all the magazines have these dead-lines, it is too much a time gap that virtually stops last minute changes.

2. *It has wastage in circulation :* These advertisers do not have national distribution or wide differences in distribution and sales strength in different markets of the country, magazine advertising is

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a sheer waste. Magazines, generally have national circulation and in that sense lack geographic selectivity, though there are regional editions. Thus, smaller business houses with concentrated business activities perfer newspapers for the reasons of economy, coverage and effectiveness.

3. *It works costlier :* The cost per reader works out much higher as calculated. It is highest in a magazine India-Today followed by Star-Dust and Business India 15 paise, 11 paise and 10 paise as against newspaper in the range of 5 paise to 2 paise. The reasons are better quality paper, use of colours, mechanical preparations for ads. Again the circulations is limited. Further, there is keen competition in magazine publishing where readers are divided.

4. *It has restricted frequency :* As magazines are published weekly, fortnightly, monthly, quarterly and annually, the advertiser cannot communicate his message to the prospects frequently as he can in case of other media like newspapers, radio, television, screen and video. Introduction of new products and keeping products constantly before the consumers is not possible as there is definite time gap. That is why magazines are rightly remarked as "Occasional Ambassadors" that eat away the frequency and immediacy.

The above analysis makes it amply clear that magazines as a medium of advertising is more suitable in cases where : (1) the firm has a longer copy of ad requiring time and patience to read (2) an objective is to achieve package identification where full and rich colour reproduction is possible and (3) coupon and written promotion offers are used.

Distinction between "Newspapers" and "Magazines"

Though newspapers and magazines are the products or the vehicles of press medium, they can be clearly distinguished at least on seven counts as under :

1. In case of "newspapers", the life is the shortest ranging from hours to minutes, while in case of "magazines", the life is much larger ranging from weeks to several months.

2. In case of "newspapers" they enjoy chanceless social acceptance. Each section of society has accepted newspaper as essential as a cup of tea. However, reading "magazines" is much optional than warranted. It means that they have lesser social acceptance.

3. "Newspapers" are more suitable for advertisements regarding new-product introduction, announcing improvements in existing products, public announcements, tenders, public notices and job vacancies. On the other hand, "magazines" are known for consumer durables, industrial products, institutional advertising.

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4. "Newspaper" have much wider reach and deeper impact as ads are regularly and constantly inserted. Wider coverage it enjoys ; while "magazines" have limited reach and the impact in much less though colourful as there is time gap.

5. In case of "newspapers", the advertisements are mostly black and white ; even if they are in colour, they are not alive because of rough paper and printing technology. However, in case of "magazines", majority of advertisements are in colour and are lively and lovely giving life-like feeling due to superior paper, colour mix and printing technology. The product details are possible and profitable.

6. "Newspaper" advertising is more apt for those types of copies, which are short with attractive headlines to impress the reader at once. In case of "magazines", mostly they copies are much longer, with detailed text and illustration featuring the product superiority.

7. "Newspapers" have not been affected by even the inroading of a powerful medium like television. Though we hear in detail news-bulletins, we have not been able to do away with newspapers. That is competition has not affected it. However, that story of "magazines" is different. The regular magazines have been keenly influenced by video magazines like Business Plus, News-track and Starplus. The magazines are forced to struggle to keep up their subscribers by using highly dynamic usual content through colours and illustrations of modern type.

3. RADIO

Radio advertising can be aptly called as 'word of mouth' advertising on a wholesale scale was accepted in 1920. It is a different mass medium that appeals to earns than eyes through sound. As a newcomer Radio has 70 years of history. At the prime of its youth, that during and after World war II, it reached its climax. In spite of the strongest competition by its rival—TV—still it is a vital medium of advertising.

In India radio broadcasting was started in 1927 with two privately owned transmitters at Bombay and Calcutta. Government took them over in 1930 and started operating under the name Indian Broadcasting Service. In 1936 this Indian Broadcasting Service renamed as All India Radio and since 1957 it is more popularly known as "Akashwani" making it a separate department. Commercial broadcasting started only 1967 on Bombay—Nagpur—Pune stations on experimental basis. Today, it is a well grown up system. In India, broadcasting is of two types namely A.M. and F.M. A.M. or 'Amplitude Modulation' and F.M. or 'Frequency Modulation'. F.M. broadcasting gives clearer sound with greater fidelity. Radio at present covers 97.5% of the total population and 91% of total area. There are 150 medium wave

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transmitters; 54 short wave transmitters and 104 F.M. transmitters. There are 205 radio stations having five channel receive terminals. Next phase plan is to have 100% F.M. broadcasting and use of direct broadcasting by satellite. The ads are accepted in any language as tape recorded spots of 7, 10, 15, 20 and 30 seconds. In addition sponsorships are also accepted for rural programs, womens programs, films, light music, plays and other popular programs. At present, more than 50 million radio and transistor sets are working. This means that there is roughly one set for every two persons.

TYPES OF RADIO ADVERTISEMENTS

There are five major types of radio advertising, namely, straight commercials, dialogue commercials, dramatised commercials, integrated commercials and musical commercials.

A "straight commercial" is one that uses sound effects to arrest and hold and attention of listeners describing the product features and merits. A "dialogue commercial" is a kind of testimonial advertising. The ad message is developed by presenting the conversation between the announcer and other persons may be a filmstar, a player, expert or any V.I.P. or even the product user. A 'dramatised commercial' is one where a problem of situation is dramatised and the product is introduced as a solution to the problem. Humour is the heart of such dramatisation to keep the listeners interested and tagged. An "integrated commercial" is one a film star or a player or an expert or any V.I.P. or even the user of product in place of announcer presents the program. This is common way used in Vivid Bharati programs. This commercial is also called as the personality commercial. A "musical commercial" is one where the sales message is sung sweetly with the matching music. Jingles are a popular method of such commercials.

Merits :

1. *It has human touch :* Human voice is the most natural way for the people to communicate with each other which has warmth, persuasiveness, liveliness and dramatisation. It permits the listener to project the own image of the programme to store to set and to involve the way he likes as he does not see the setting or action or the announcers. It is a personal medium that gives human touch deep down.

2. *It has selectivity :* Radio is a selective vehicle of mass media in the sense that the advertiser can advertise in only those markets he desires. He can adapt his messages and the intensity of coverage of different markets to meet local conditions. He can select programs, stations, time and the day and the type of listenership to his fit.

3. *It enjoys flexibility and timing :* The advertiser can broadcast

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any number of commercials in a given area over a period that he thinks most appropriate and opportune. As people are keen on keeping in touch with the latest news, this effective time slot can be fully utilised to relay commercials or announce special promotions and the introduction of new products. This is, of much impact as radio combines sound of music and speech. Radio messages can be prepared and presented to the last minute alternations.

4. *It has mass coverage :* Radio does and can reach almost everybody except those whoe cannot hear. The listener has the unique advantage of hearing the programmes and commercials while doing his work may be studying, driving, walking, sitting, gardening or busy in any other household chore. It requires hardly any effort and concentration unlike other media like television, film, press or video. Thus, people can listen radio almost at any time, place and tone regardless of his or her activities. The audience covered is rarely breath taking as radio is a household item as common as having an alarm clock. The potential audience of radio is much larger than all the televisions, magazines, put together or all newspapers combined.

5. *It is economical :* Radio advertising is economical than other media. The per minute cost today is Rupees 500. This much cost covers 90 per cent of population of India. It is a negligible fraction per listener the lowest as compared to any other medium. It is quite encouraging that those who own radio sets and its rival television sets, prefer listening radio than watching T.V. programs as radio does not come in their way.

Demerits :

1. *There is message perishability :* Radio, like newspaper has the real weakness that the message delivered is highly pershiable. If the person is not listening to the ad message at the time of broad cast, it is lost for ever. Though it helps them to listen and to do their work, such listening without alternation so that the effect of ad message is practically nil. Though newspaper advertising is comparatively lasting in the sense that the rader can refer in back for that day.

2. *It lacks illustration :* Radio is one such medium where it is impossible to illustrate the product. The reason is simple that radio visualises only through words, music and sound effects. The products that need usual display, demonstration cannot be advertised. That is why, radio advertising is resorted to in all those products which can be described and such description is sufficient for consumer communication. This is the reason why we come across only the advertisements on syrups, soaps, pastes, and pills and pillets. It has not been tapped by industrial goods producers.

3. *It offers limited time :* The time available for advertising on

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radio is limited by number of hours. Once the time is sold, the relaying station cannot accommodate any more advertisements. However, it is not the case with print media where additional pages can be added to meet additional ads. In India, out of total broadcasting time, only 10 per cent is earmarked for commercial broadcasting.

4. *Wastage is inherent :* Like newspapers it has lot of wastage. The radio appeals to the listeners not making any difference between the age group, sex, mood and needs. Housewives are free during the noon time, children in the evening and the bread-winner in the night. On Sundays, mostly all the members of the family are free. A blanket broadcast fails to create individual impact as individual tastes and timings differ. Again, too many advertisers want to take full advantage of the limited time available for advertising. This competition over-crowds creating clutter problem for the listeners.

From the above analysis, it is quite clear that radio advertising is more suited where : (1) the advertiser is interested in low cost advertising and repetitive type of message spread, (2) last minute changes are expected and (3) the products can be described without usual demonstration.

4. TELEVISION

Radio reigned as a powerful medium for 50 years from 1920 to 1970. Its supremacy was slashed by its strongest rival namely, television. Television made entry in 1950 in America and its impact was to deep that within a decade it was spread over all European countries, Canada, Australia and Japan. It is the gift of the current century. In India, it was first commissioned in 1959 on experimental basis, and the commercial telecasting started only in 1976. It is of 33 years old in India though 42 years in other advanced nations. It is the youngest, glamourous and highly specialised as it provides scientific synchronisation of sound, light, motion, colour and immediacy that no other medium does except film and video. Colour transmission started in 1982 on the eve of ASIAD-82. It is state owned and controlled and popularly known as 'Doordarshan'.

The telecasting system is based on the coverage namely V.H.F. and U.H.F. V.H.F. means very high frequency band spectrum. U.H.F. implies ultra high frequency band spectrum. The latest one is C.A.T.V. which means ccommunity antenna television system. It is popularly known as Cable Television. Through a network of 340 transmitters, Doordarshan reaches 80% of population. The aim is to cover 100% by the end of 8th plan and there will be 500 "kendras". At present 25 kendras provide original programmes. Metro-polies have second channel and all kendras are to have it very soon. It has three tier service namely national, regional and local. Coming to T.V.

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population, there is one set for every 5 persons. The ad tariff works out Rs. 1.5 lakhs for a sponsored programme of 30 minutes with free advertising time of 60 seconds. The range of cost for a period of 10 seconds is Rs. 45,000 to Rs. 75,000.

TYPES OF TELEVISION ADVERTISING

Broadly, there are two types of advertising namely "sponsored programmes" and "announcements", "Programme" or "sponsored programmes" is a type of telecast where a story, play, play-let, a film, is sponsored by the advertiser who pay for the time. He takes advantage of this and advertises his product or service. The merits are : (1) It builds prestige for the advertising house and products, (2) The program can be designed to fit the sponsor and his product, (3) The program can be strengthened. On the other hand, "announcement" type is a kind of telecast which is presented to the audiences between the sponsored programme and the station break. Here, the advertiser pays only for the time of advertisement as he is not paying for the sponsored period. Majority of the advertiser go in for this. The advantages are : (1) It works out very economical, (2) It is most flexible and (3) It is effective for short and snappy ads.

There is one more way in which the advertising programs are classified as 'network' and 'spot'. 'Net-work' advertising has the nationwide coverage where the advertiser can go in for a programme or an announcement. For national advertising, network, advertising is best suited. On the other hand, spot advertising refers to the device of providing geographical flexibility. Here, the advertiser has the freedom to pick the spot where he wants to get telecasted the message. Spot advertising is best suited in case of local and regional markets.

These television commercials can be of 10, 15, 20 and 30 seconds. There may be 'stop-motion', 'puppets', 'cartoons' and 'line-action' type.

Merits :

1. *It creates deep impact.* : T.V. is the scientific synchronisation of sound, sight, motion, colour and immediacy. It is a personal medium that tries to involve the viewer by direct person to person selling. It is an ideal medium to show products, its uses can be demonstrated. Colour dimension presents the products in their original like forms. This T.V. commercial nearly replaces personal selling. The dimensions of vision, sound, motion and colour are accountable for creating deep impact on the minds of the audience.

2. *It is selective and flexible* : Like, radio and newspapers, T.V. is highly flexible and selective medium. It can be used locallyl regionally and nationally. The advertisers have the oppotunity of addressing to the selected audiences through programs and

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announcements. He has free hand in selecting the time range and coverage and the nature of message. He has free hand in selecting the nature of competitors as whether it should be creative or competitive. That is, introduction of new products and keeping the present product range constantly before the sleected audience.

3. *It is a mass communication media* : Like radio, T.V. is a vehicle of mass communication. More and more people are going in for T.V. sets. By now 92% of the population is covered by end of coming 8th plan 100% coverage is planned. It is a mass medium where each family is exposed on an average 3 hours a day. It meets the requirements of majority so much so that each has his or her favourite program to be viewed regularly. Cable and Sky T.V. systems have further increased the exposure.

4. *It has upperhand in distribution* : A TV campaign of a product or a service is appreciated by dealers and local merchants. T.V. has more prestige and glamour than its competitive media. That is why, people working in distribution channels such as wholesalers, retailers and others are more impressed by TV advertising as it has that immediacy, warmth, and friendliness. Advertising on T.V. is considered to be a symbol of prosperity growth, of a progressive unit. That is why, many business houses have stuffled of T.V. advertising.

5. *It brings life-like presentation* : The most striking feature of T.V. medium is its instantaneous transmission of sight, motion, sound and colour that is life- like. Of all the media, TV is the closets to replicate the actual life conditions. It presents the things and the events as they are and they happen. This affords limitness and opportunity for news advertising. Most of the ads can be tied to almost every event such as rain, snow, flood, earthquake and the like. Life-like presentation makes advertising more creative and persuasive.

Demerits :

1. *It suffers a short life :* The commercial message on T.V. has a very short life. Once, it is viewd and heard, it is gone. It does not remain as a part of household like a magazine or a calender on the table. If the prospect misses the commercial at its exact time of relay, the same is gone and is a waste for that prospect. It warrants repeated relay of messages to have an appreciable impact on th4 person or group of persons at a time.

2. *It is costlier* : High cost of advertising on T.V. is another serious limitation. In recent years, the rates have risen much faster and sharper than those of newspapers, magazines and radio, video and outdoor media. A ten second commercial cost in the ranges 45000 to 75000 which is almost 550 to 850 times the radio advertising. Added to this, the ad message must be very brief and snappy. The high out

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of pocket costs of TV may be out of reach of small and medium sized units. Even they cannot dream of slot advertising opportunities.

3. *There is clutter problem :* TV advertising suffers having from this clutter problem. That is, there is over-crowding of too many commercials in very short span of time of each being run for 10, 15, 20 seconds. Both the advertisers and the viewers complain about it. This clutter reduces effectiveness of the commercials. The advertiser feels that he spent a lot without much impact and the audience it is too much to remember each ad resulting in utter confusion.

4. *It is time taxing :* TV has been aptly described as idiots' box. Unlike other media, except screen and video, it makes prospect to sit and concentrate on TV screen and does not allow to do other useful work needing concentration. It involves eye and earn coordination. The viewers are enslaved by T.V. It is so effective and enchanting that one is not only impelled but compelled to sit tight washing good deal of time. It has been able to dictate our tea, lunch, dinner and study hours. It is an enemy for the time conscious people.

In the light of above discussion, TV is a mass medium of advertising, it is of top importance where : (1) the message needs visual display, action and oral persuasion and demonstration. (2) a new product is to be introduced within the minimum time over very large audience and (3) the advertiser needs free hand in selection as to programs and time.

5. CINEMA

Cinema or film advertising is yet another medium of publicity characterised by sound, motion, colour, vision and timeliness on a large silver screen. It is magnified T.V. screen. This audio-visual medium has a wide range starting from ordinary slide presentation to the film-screening. Screen publicity is liked by people of all ages, sex, professions, political affiliations, cultures, heritage, income groups because, it has the magic of life-size presentation. It was the most popular form of advertising till the advent of TV and onslaught of video. Over the years its pomp is fading in urban areas while increasing in rural areas.

'Slide' is the protected glass piece covering ad message. It is the outcome of propho-graphic engraving. Once the slides are ready may be black and white or colour are distributed to the theatres for exhibition. Slides have limited use and are best suited for local advertising. That is why, launderers, tailors, dry-cleaners, coaching classes, grocers, florists, hair-dressers, beauty parlours do use these. 'Another variation is film'. The films which are shot and exhibited are classified into two categories as "in theatre films," and "inhouse films". "In theatre" films are of three types namely, 'film- let', 'solus'

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and 'magazine'. A 'film-let' is a flash, short in length running approximately 15 seconds, it is silent, is in colour. 'Solus' film is one that lasts for 120 to 300 seconds having sound-track and may be in black and white or colour. A 'magazine' is a film a one reeler lasting upto 300 seconds combining advertisement and entertainment. "In theatre" films are shown in cinema houses with feature films and documentaries. On the other hand, "in house films" are corporate films specially designed to project image of the business to the share-holders, foreign collaborators, customers—both present to the share-holders, foreign collaborators, customers—both present and potential. The audience for intheatre films is general public ready to pay for the show, while inhouse films audience is free and consists of audience from a community hall, an airport, resort, TV, college, video-tape.

In case of intheatre films, the advertiser is responsible for having his film produced and distributed. Normally this work of production and exhibition is handled by specialized advertising agencies. Once the concept is given by the advertiser, the advertising agency arranges for film-making. Film makers organise the activities of planning a shooting schedule, searching a shooting location, hiring of models, cameraman, editor, studio and other facilities. After shooting it, the positives are edited and the first roughs are kept ready . The background music, commentary and special audio effects are recorded on separate tracks. Thus, audio and visual are two separate tracks that are shown to advertising agencies and the advertisers. Once, it is okayed, these two tracks are synchronised into one track called 'release' or 'merit print'. Once the film is made, the second important work of distribution for exhibition in theatres. Before a film is released for exhibition, it goes for censor board. Once approved, number of prints are made ranging between 300 to 600 at a time, depending on the financial strength of an advertiser. In India, there are about 6,000 cinema towns with 15,000 cinema houses with an average capacity of 1000 seats. In addition, there are about 3,000 touring theatres with an average capacity of 450 seats. The permanent theatres are in district headquarters and the touring theatres in rural areas.

Merits :

1. *Dramatic impact is felt :* Screen advertising has deep dramatic impact on the viewers because of large size screen and the fine picture presented to the viewers combined with sound, colour motion and vision. Practical projection makes product demonstration lovely, impressive and easily convincing. That is why, the ad message is likely to last longer.

2. *It is selective and flexible :* The cinema audience consists of

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all segments of the society differing in income, living standards, political affiliation, religious attachment, educational level, and so on. However, every one is interested in the ad message as there is something for everyone. The advertiser has the advantage of selecting audience by place and meet their differing needs. Thus, it affords high degree of selectivity and flexibility.

3. *It is known for mass publicity :* No other medium has this unique specially. Today, a capacity of a theatre ranges between 1000 to 3000 persons per show. Neither radio nor television has this facility of covering such a huge audience at a stretch that stands benefitted by publicity. In case of open-air theatres or drive-in theatres, the capacity is still larger.

4. *There is least waste.* Cinema is the sole means of entertainment in developing countries like India and is the most significant means of mass communication. Film advertising cuts across the barrier of literacy and language and reaches the audience appealing to eyes, ears and brain. The theatres are run normally to packed capacities and now on an average daily four shows in urban and two shows in rural areas. Thus, the message exposed is not wasted.

5. *It is supplementary :* It is only in India that film advertising is a major medium unlike in advanced nations. It is more a supplementary medium to radio, newspapers. TV and the like Though it is a supplementary medium its importance cannot be underestimated. Thus, where newspaper, and magazines do not reach the rural folks, it is the only medium to fill the lacuna.

Demerits

1. *It is costlier :* Screen advertising is a costly affair. It warrants the activities of film shooting, distribution and exhibition. Bulk of the cost goes for distribution than production. Further, the competitors are capable of investing more and can beat out the ads of others. It also entails good deal of dead investment in prints. As a result, cost per head works out much higher.

2. *Problem of interjection :* The cinema audience is basically interested in feature film than the advertisements. If not all, majority of the visitors resent such interjection of advertisement message during the entertainment. This cocktailing is advantageous from advertiser's point of view but worst for the audience. Some say that it comes in the way of colourful and enchanting entertainment of three hours.

3. *It has limited coverage :* Though one bosts of screen advertising as a mass media it has limited coverage. If we take the Indian scene, there are hardly 6,000 cinema towns with 15000 theatres for mighty 800 million people. Further, the films which are shot are based on urban life-style. India is a land of villages and rural life-style may be

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coming in the way of having deep impact. The rural audience may not be interested in these advertisements.

4. *The clutter problem* : Too many ads by competitors at a time results in reduced impact of these ads. When the cinema audience is resenting over the mixing publicity with entertainment, this clutter adds fuel to fire. Further, the advertising films are so dry and dull and dragging that they hardly create any curiosity among the audience. Instead, they generate yawning and headache. Most of these films are not all appealing.

The above evaluation makes it clear that cinema advertising is best suited where : (1) the product needs demonstration, (2) rural markets are to be reached, (3) a new product is to be introduced regionally and (4) advertiser needs selectivity and flexibility in message spread.

6. VIDEO

Of late, video advertising is fastest growing medium. Here, the ads are interunited with the film cassettes so much so that one can not separate these ads from main theme. It is the greatest rival to the T.V. advertising and cinema advertising. The role of video advertising has increased mani-fold particularly when telecasting went colour in 1984. Many of the companies have shifted their budgets to video advertising. The first on first Indian cassette consisted of an ad lasting 4-5 minutes and now it runs as long as 10 to 12 minutes. Again the coverage of screen goes up 40%. This superimposition is not liked and many a times the viewers are forced to forward the cassette to avoid it. During 1960 and 1970, there were limited video sets as they all imported. In 1980 and 1990, there has been tremendous growth in population. There are about 8.20 million video sets. However, now the cable T.V. services have reduced the growth to a very great extent.

Merits :

1. *It is economical :* It provides all the features of a film of T.V. advertising at much lesser cost. This, a 10 seconds national network slot costs Rs. 90,000 while in case of video, it cost just 6,000. A 30 second spot per thousand viewers is Rs. 6 as compared to Rs. 12 on TV and Rs. 14 on cinema. That is why many medium and even large concerns are going in for video advertising.

2. *It has better selectivity and flexibility* : Video offers maximum selectivity based on languages where the advertiser can take full advantage of geographical differences, tastes. Again, ads for all ages, income groups, sex, affinities are set to meet their need. Thus, all are kept happy. It makes situational advertising according to film. Thus an ad on Burnol can be inserted after hero gets burnt and so

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on, a bathroom towel can be advertised by the company say Bombay Dying as soon as the hero or heroin has his or her bath or before.

3. *They capture rural market* : The companies have found that it is more reliable means to penetrate rural markets. Here, hit films can be used for advertising their products and more and more cassettes can be released for show on video-set. Each rural market has its hero – worship – and this can be fully exploited, of course keeping in mind the regional languages.

4. *Facility of message stay and repetition* : Any ad on any product is not done only once on a cassette, it is repeated at least 10-20 times over a period of 2-3 hours. Thus, there is no chance of missing the message. Even if missed once, it is repeated again and again. It conveys unless it is forwarded.

5. *Deeper impact :* Advertising on video is like a T.V. advertising. There are two kinds of ads namely full screen and partial screen. Partial screen ads go on continuously while full screen intervene with the feature film. However, the viewers are supposed have interest these ads, as they are interested in feature films. Ads with entertainment have deep impact in home atmosphere.

Demerits :

1. *It suffers short life :* Each film cassette has certain number ad insertions. So long that cassette is used, ads are displayed. However, in India, practically every month new films are released. As a result, the old cassettes are brushed aside unless the advertiser have inserted their ads in new cassettes. Thus, the life of an ad message is depending on the life of a film cassette on the show.

2. *Problem of forwarding :* Each advertiser faces a problem of fast forwarding to avoid the ads. This defeats the very purpose of advertising. There is no point in spending ads if they are not projected to the audience. To avoid this, new techniques have been developed. Thus, partia screen ads are more resorted.

3. *Interjection and boredom :* Too many advertisements too many times spoils the mood and makes it nasiating. It creates the problem boredom and disinterest and a sense of irritation crops up totally forgetting about the advertisements.

4. *Poor quality presentation :* This is the case with pirated cassettes. Master cassettes give natural and original image of both feature film and advertisements. However, pirated cassettes suffer from unclear and poor visible and sound effects. In India, pirated cassettes have been on increase. Though more people enjoy the ad message and feature film at no extra cost, from the point view of advertiser, he suffers as there is no quality presentation.

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From the above pros and cons, it can be said that video advertising is suited to (1) small and medium firms with moderate budgets, (2) to introduce new products in specific area or areas, (3) to penetrate into rural markets effectively, (4) to have selective and flexible advertising.

B. OUTDOOR MEDIA

Outdoor advertising is only one of its kind that has been carried on for ages. It is, perhaps, the oldest medium used from the time immemorial and is evergreen as it has not lost its vigor and vitality. This 'position' or 'mutual' or 'indirect' advertising is one which is clothed with people who move out of doors. It is the medium that reaches the people when they are out of doors or travelling than when they are at homes of offices. The ad message is not delivered to the audiences like print or broadcaster telecast media ; rather the ad message is placed in a strategic location to attract the attention of audiences on the move. It is a 'reminder' media, that catches the sight of people within a split of second's time of moving population without any spending on their part. Its strength is so tremendous that 97 per cent of the total adult population moves out of doors every week. It has the greatest potentiality in all developing countries as they are prone to expansion in terms of transportation, mobility of people, new townships and that like. Position media vehicles are national in character yet have regional segmentation as they can be effectively used by national, regional and local advertisers.

The advertising tariff depends on the strategic place and the media vehicle. The rates are not uniform. In cosmotan cities like Bombay, Calcutta, Delhi, Madras a hoarding rent varies from Rs. 10,000 to 1,20,000 per month. Some premium sites have premium rates as Rs. 50,000 to 75,000 per ten days. In cities like Bangalore, Ahmedabad, such rent varies from Rs. 2,500 to 50,000 per month. In semi-urban areas it ranges between Rs. 600 to 2,000 per month.

Outdoor advertising media vehicles are posters, painted displays, electric signs, travelling displays, sky-writing, sandwichmen and the like.

1. Posters

A poster is a sheet of paper pasted on a wooden or card or metal board depicting the ad message. Poster is the single largest form of outdoor media vehicle accounting for 75% of this medium. A poster can be standardised and non-standardised as to size. The most commonly accepted wooden or card or metal board is of 12 feet and 3 inches by 24 feet 6 inches. On these standardized specially erected boards, posters of different sizes are pasted. These sizes are : (1) "24 sheet poster" consisting of 8 feet 8 inches by 19 feet 6 inches.

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The remaining area of the board is a margin of blank paper (2) "30 sheet poster" consisting of 9 feet 7 inches by 21 feet 7 inches. The rest of the board is a margin of blank paper. This provides 25% more space than 24 sheet poster. (3) The 'Bleed poster' which extends the art work right upto the frame ends providing 40% more space than '24 sheet poster'.

The success of poster advertising depends on two factors namely poster designing and selection of site. Enchanting poster design is the outcome of fertile imagination, perfect knowledge of the consumer psychology, visualisation and command over the language. It must be brief, simple, alluring, clear and convincing. Attractive letters and colour combinations, matching illustrations all go a long way in making it an ideal poster. The slogans used must be snappy and catchy. Selection of a strategic place for positioning it is equally important because, even the most attractive poster fails if it is not placed in strategic point. Best results can be had if such boards are erected in places like road crossings with traffic signals over bridges, flyovers, parks, gardens, hotels, cinema house, bus terminals, railway stations, airports, public libraries, temples, mosques, churches and the places of market that provide chance to the people to halt and proceed.

2. Painted Displays

Painted displays are the painted bulletins and wall paintings. A painted bulletin is nothing but a metal sheet of a rectangular shape of standard size, erected at hieghts to command the visibility from a distance. It is more large and elaborate form of outdoor advertising. These structures have a pre fabricated steel facings with standardised border trim. The most common size of a bulletin board is 14 feet by 48 feet, though the actual size varies depending on the availability of space. Painted bulletins are illuminated for the night traffic. These bulletin boards have enlarged cut-outs such as package or trade-mark displayed in brilliant lights, extending beyond the board itself. Three dimensional structure made of stayrofoam are getting common to keep the message moving with the moving are audience.

The make these bulletins really very attractive, the same case is to be taken as in ase of posters. The strength of painted displays lies in the attractive display of sales message, durability and flexibility. However, they involve heavy and dead investment. Rentals are yearly.

3. Electric Signs

Electric signs are more popularly known as spectaculars. Spectaculars are non-standardised and large and permanent signs that make use of elaborate light and action effects. Spectaculars are the most conspicuous vehicles of the outdoor media designed and placed to attract the attention of largest number of passers by

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particularly during night time. They are built on steel beams, metal sheet, plastic and fibre material using bright and flash lights, animation motives neon signs and colour. These electric signs are computerised lighting systems that are eye catching and effective. The largest technique is combining painting and lighting to provide special kind of illumination effects. The rentals are for a period of 5 to 10 years at a stretch.

4. Travelling Displays

Travelling displays refer to the transit advertising. It stands for all types of advertising signs or displays used in trains, trams, buses, cars, autos, planes and such other vehicles and the terminal station displays from which these vehicles operate. There are three basic types of transit advertising namely (1) car cards (2) Outside displays and (3) station posters. One more can be added *i.e.*, tickets issued to the passengers. "Car cards" are the ads placed inside the vehicles with the standard size of 11 inches by 14 inches or 21 inches by 28 inches or 42 inches by 56 inches or 63 inches by 84 inches depending on the nature of vehicle and needs of the advertiser. "Outside displays" are the signs posted or painted on the exterior parts of the vehicles may be sides or front or back or top. The 'station posters' are the posters or painted bulletins of different sizes placed inside and outside the terminals.

5. Sky-writing

Advertising industry has not spared even the sky from its sway. Air advertising has caught fancy of advertisers and audiences too. Sky-writing is a kind of publicity where message is spread in the sky in one form or the other. Sky-writing is one where the pilot takes his plane to height of 12,000 to 14,000 feet to write the ad message in smoke. For him sky is the slate and smoke is a pencil. This message is visible from a distance of 50 to 60 kilometers. The other forms of sky writing are floating of huge balloons, flying of giants kites and plying of search-lights. These are novel type.

6. Sandwichmen

This has been the oldest and funniest medium of outdoor advertising. Sandwichmen are the men hired by the advertisers to spread their ad message in busy streets. They are called as sandwichmen because, they are sandwiched between the posters both in front and back. This kind of advertising is also known as tallman advertising. Normally a band of tall men (unusually as propped by wooden legs) and dwarfmen, dressed in a funny was shouting and singing the slogans and products and services, thus attracting the huge crowd, particularly children.

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Merits :

1. *It has wider and deeper appeal :* The effectiveness of outdoor advertising lies in its reminder value. It maintains a continued appeal for a longer period of time open to all the classes of the society without any expenditure on their part. It is a mass medium because, practically all adult population moves out of doors. It achieves penetration through frequency and repetition. The outdoor advertising appeals are dramatic and impinging because of atten-getters like colour, size, action, fantacy, harmony, unity, beauty and simplicity.

2. *Greater flexibility to its credit :* It has flexibility of area, time and individual requirements. It possesses geographic flexibility permitting the promotion of products in defined areas or in markets may be national, region or local. It has the time flexibility allowing the advertiser to follow the reasons in campaigns. The firm can easily adopt the use of outdoor advertising to meet the requirements of its particular distributian pattern and competitive conditions.

3. *It is economical :* The outdoor advertising media make the sales message durable for months and years together. This longer posting period gives the advertiser the advantage of multiple exposer and repetition. It has readership, repeat exposure and reach. Because of durability and multiple exposure to wider number, the cost per individual works out much lesser than the daily newspapers be is a national, regional or local.

4. *It is accommodative :* Outdoor advertising has a variety of media vehicles to carry the message. Buying space is not really a difficult issue because, there is continuous growth of cities, high ways, increase in vehicles, traffic and so on so that it provides built-in additional space. Again, the closing dates are really moderate ranging between a week to four weeks depending on the mode selected. Restricted accommodation is the usual problem of other mass like papers, magazines, radio, television and film. How quick an advertiser takes possession and use it, depends on his way of message spread.

5. *It helps in beautification :* Outdoor advertising media and vehicles are known and are to be thanked for beautifying the areas or the atmosphere. Even the dirtiest and stinking trash containers on roadsides can attract the attention with advertising messages. None can forget the impact of advertising industry in maintaining and extending the beauty and appearance of a city, a park, a market, a city square, old walls, railings and the grills of the buildings. It provides a face lift and the beauty-mask to the ugly areas through good hide outs.

Demerits

1. *It is more a reminder publicity :* Outdoor advertising does the

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best reminder publicity. It reminds the viewers the value of the goods and services so advertised. The message to be passed on cannot be kept for longer as there is limited space, moving audience and changing market conditions. It can, therefore, act as the best supplementary media. The brevity of message makes this medium not suitable for introduction of new products or services thus limiting its use as a supplementary medium.

2. *It is blamed for uglification :* Outdoor advertising suffers from public opposition for its strong capacity to uglify. It is generally argued that roadside signs destroy natural surroundings and beauty of the country side. Countless signs, bill-boards, painted bulletins in and around town points like squares, terminals, gardens, parks, give an impression of clutter and ugliness. The sway and infiltration of advertising has been so much that special laws having passed to protect public property from the icy hands of advertising. Thus, a neon sign meets individual needs but not the beautification of or enrichment of national wealth or public property.

3. *It involves heavy investment :* The outdoor media like sky writing, sandwichmen, balloons, kites, spectaculars are quite costlier in terms of investment though they are novel having marvelling impact. Even in case of bill-boards and painted bulltins, the investment is not in small measure. The most important aspect of this investment is that it is dead having no or least resole value. For instance, a neon-sign got designed to meet individual needs, is of no avail to others even if it is sold as a scrap.

4. *Its impact cannot be measured :* Though the advertisers have been widely using outdoor media, it is impossible to measure the results of this type of advertising. In case of other media like press, broadcast, telecast, one can speak of readership, listenership and viewership in exact terms that helps in assessing the impact of advertising on the audience. The basic reason is mostly the audience pays for it. Contrary to this, in case of outdoor media, there is special expenditure involved. No advertiser can say with certainly that his poster or a painted bulletin or a car-card or sky-writing has been seen or read by so many people so many times.

In the light of this analysis of merits and demerits it can be said that outdoor media is most suited where : (1) repeat advertising is a must, (2) supplementary efforts are desired, (3) package identification is sought and (4) geographic selectivity is more warranted.

C. DIRECT ADVERTISING MEDIA

Like outdoor advertising, direct advertising is the oldest method of reaching a consumer or a prospect. There is good deal of confusion with the use of meaning and phrases like "direct advertising", "direct

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mail advertising" and "mail order advertising". Direct advertising is very comprehensive phrase covering all forms of printed advertising delivered directly to the prospects or customers instead of indirect distribution like news-papers or the magazines. The printed matter is distributed house to house by personal delivery, handed over to passersby on the side-walks, placed in automobiles, stuck under the wind- screen of an automobile, handed over to retail couters or may be sent through post. It is direct mail advertising if it reaches by mail alone. Contrary to these, mail order advertising does not refer to the channels through which the message is delivered. It is a method of produduct distribution – a direct marketing method under which orders are secured for the goods and services without the aid of intermediaries. Mail order advertising is face to face method of selling.

Direct advertising takes different forms to deliver the sales message directly to the prospects through the medium of mail or not. These are, post cards, envelop-enclosures, Broad sides, Booklets. Catalogues, Sales letters, gift-novelties, store publications, package inserts and samples.

1. Post Cards

Post card is the most widely used form of direct advertising as it has high attention value and economy. It is designed to get direct and immediate attention of the recipient. Post cards are used to carry brief messages, to acknowledge orders, to announce the next mailing, to tease the address to rescind, to make an offer, to answer an enquiry and to bring the mailing list up-to date. Though economical, handy and brief, the message cannot be confidential, detailed and attractive.

2. Envelop Enclosures

The phase 'envelop enclosure' is quite likely to mislead us. By 'enclosure' normally we mean a paper enclosed or attached or tagged to the main letter. Here, it stands for the bunch of papers itself which is posted separately. It may be a circular or a stuffer or a folder. A 'circular' is a sheet of paper or sheets of paper printed on one or both the sides, feathering the products in colour or black and white with illustrations. They give a detailed information amplifying the buyer needs. They list product specifications, emphasize product features. They are versatile, inexpensive and handy and are most popular form of enclosure because they are very effecive in producting immediate sales. A "stuffer" is an enclosure that is used as a means to deliver sales and goodwill messages. It is the vehicle to amplify the sales literature by providing illustrations and detailed information of wide range of commodities of a single company or of different manufacturers. A 'folder' is bigger than an ordinary card or a letter which is folded in an impressive and convenient manner. It is very

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popularly known as adult leaf-let or book-let without binding. Folding is done in several ways in times. Greatest variety is possible by size, colour and shape. It is made up of heavier stock of paper so that it can be posted without envelop. Folders perform the impressive job in letting impersonal sales story with little expense and great versatility.

3. Broad-sides

Broad-side is a large size advertising folder. The striking features are its jumbo size, typographical and illustrative display. The usual sizes are 17 inches by 22 inches, 19 inches by 25 inches or even, 25 inches by 28 inches. These are called as "spectaculars in print", because they are excellent attention getters. They make possible image, illustrations, bold head- lines and maximum of copy, to narrate picture story, of the product or the product range at a stretch.

4. Book-lets

Booklet is a very small book consisting of not more than 8 to 10 pages fastened with staples or glue to allow it to open as a book. A book-let is usually mailed in an envelop. It is designed for a thorough reading and study with the intention of keeping it for the future reference. It contains useful information answering the questions of intending buyers about product features and product stories. The advertiser has no limit on length, colour, illustrations and hence on cost. It gives detailed account of each product or products.

5. Catalogues

Catalogue is quite similar to the booklet in physical make-up, except that it is much larger and presents wider range of products of the business house. It is more substantial in covering sales literature and can be kept much longer as a reference book. In addition to the details of product information, catalogues are known for giving prices and other conditions of purchase. The differences between catalogue and a book let are : (1) Catalogue covers much wider sales literature (2) It gives pricess of products (3) It is costlier than book- lets and is normally used as a reference material.

6. Sales Letters

Letter or sales letter is the silent ambassador of the firm speaking about the company, products and consumer satisfaction. A sales letter sells first the name of the company then the products or the services. The success of a sales letter is banking heavily on its convincing, appealing and impelling capacity. Tone of the stationery, the style of writing and the theme of the letter are quite important. These sales letters are structured on the principle of A – I – D – A. That is, a series of letters are written to complete the proces of arresting the attention, generating interest, developing desire and actuating

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action on the part of the recipient. Usual letters with casual appearance, ordinary style and usual presentation are of no use. That is why, sales letters are presented in very unique and novel way.

7. Gift novelties

Gift advertising or speciality advertising is the medium that employs useful articles known as ad specialities or the gift-novelties that bear the name and address of the company and the sales message. These are presented to the selected audiences free of cost or obligation. These act as "goodwill" or "reminder" gifts. The advertiser hopes strongly that the recipient is likely to be influenced favourably to buy in future as he is reminded of the company every time he or she looks at it. There are countless such items that can be presented. However, these can be broadly classified into three categories as novelties, calendars and executive gifts.

An 'advertising novelty' is one which is relatively cheaper and produced on mass scale for wide distribution. There can be thousands of items of this kind. However, the most commonly used are – pens, ball-point pens, bottle-openers, coin-purses, cigarette lighters, emery boards, key-rings, wallets, ash-trays, blotters, letter openers, pencils, memo-pads, rulers, drink- stirrers, ice-picks, thermometers, paper-clips, swizzle-sticks, coasters, tool-kits, calculators, hand bags, coffee mugs, cuff- links, band mirrors, pad-locks, paper weights, playing cards, tea-shirts, tie-bars, balloons and the like.

Coming to 'calendars' there can be two types. A calendar is a chronicle giving details of days, months, dates, with holidays and astrological readings. These are comparatively costlier. These can be wall calendars and desk calendars. Here, diaries can be also included as pocket and table.

"Executive gift" is the advertising speciality which is costlier than novelties and calendars. These executive gifts are not bearing the imprint of advertiser's message, name and any clue. Giving executive gifts has a moral and legal implications. Company rules do not allow the executives to accept the gifts above a particular limit as it is indirect way of bribing. The examples of this kind are jewelleries, watches, luxury pen-sets, sporting goods, cock-tail sets, leather goods, dinner sets, sound gadgets, dress material and the like.

8. Store Publications

A store publication is a house organ or a bulletin is the magazines published by the company mainly for the purpose of promoting goodwill and moulding the public opinion, though it has the tinge of sales expansion. These house organs are freely distributed to the dealers, customers and the employees. The success of any house-organ depends on the factors like format, get-up, internal layout, colour

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combinations, language, sluff and the style, House organ to be very victorious, must be separately designed for the customers on the one hand and dealers, agents, employees on the other as the interests differ. Though these are costly and have high mortality rate, a well edited house- organ can do a lot in getting the customers acquainted with the company's image – its philosophy and progress.

9. Package Inserts

The phrase, 'package inserts' is used in a brood sense and includes packages, lables and inserts. Though a package is a container protecting the contents and facilitating easy handling, storage and transportation, it is very effective means of carrying message about the product. Thus, it acts as a medium of advertising. For better results, the advertising message on the package must be short, illustrative giving product features and uses. The trade-mark or the brand-name must be conspicuous.

Equally important are the labels. Label is a piece of paper, printed statement, imprinted metal, leather which is either a part of package or attached to it indicating the value, contents of the product and the name and place of producers. It is one that carries verbal information about the product, producer or such other useful information to the consumer.

Package inserts are of special significance. This goes only to those who buy and use a particular product, yet it gives a golden opportunity to pass on the advertising message to the customers. An insert gives the information regarding the product as to how to use it best, how to care for the product. It also speaks of other allied products of the company. It is most economical method of direct advertising.

10. Sampling

Sampling is that method of direct advertising where the advertisers distribute samples of the product to prospective customers free of cost. This sampling works on the theory that a product once tested by the user will sell itself. Sampling is done in cases of those products that are cheaper and have repeat sales. The common items can be food items, toiletories, soaps, tea, coffee, medicines and the like. Generally four types of sampling are used namely (1) distribution – door to door (2) delivery through dealers (3) delivery against coupons and (4) sales through dealers and machines.

Merits :

1. *They are highly selective :* Selectivity is the outstanding merit of direct advertising because, the advertiser has the widest horizon to single out those prospects of his choice and confidence and focus his ad message to only to them. It is that rifle of advertising which can

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be used to aim directly at any group for whom the list is available. It has the latitude of "made to order" controlled circulations that gives the opportunity to avoid waste in circulation common to all other media. This is the best medium to contact those people who are otherwise most difficult to reach in person.

2. *It has flexibility :* Direct advertising is most flexible, adjustable and adaptable of all the media. Elasticity grants wider choice to the advertiser. It can take any size, shape and form. He has full freedom to add or delete the names as he chooses ; he may appeal to a handful of prospects or thousands by keeping his expenses within his own bonds ; he has the liberty to choose between forms and media of direct advertising. He can appeal to the consumer at an opportune time not waiting for the publication dates as there is no problem of buying space and time.

3. *It has personal touch :* Newspapers and magazines are generic and impersonal. However, direct mail publicity is personal and specific as it is addressed to the individual prospects. Each mailing piece can be individualised and the message intensely personalised. It has the great psychological value providing for recognition, privacy and confidence. It is that media where the advertiser can maintain the secret of his business. There is no "stealing the show" as competitors are kept in the dark.

4. *It creates deeper impact :* The prospect receives the advertising message in his own name, at his own official or home address and goes through it at the leisure hours when he is in relaxing mood. The effect is bound to be deeper on his mind culminating into quantified satisfaction and sales. Further, direct advertising media are having reminder value making him to remember the product image and the image of the house of sellers. For further details, be contacts nearest store.

5. *Its results are measurable :* Passing on the ad message to the prospects or the audiences is one thing and getting requisite or desirable results is still another. Direct advertising provides those media whose results can be measured precisely. How far the advertisement has influenced the customer or the prospect can be known by the replies or the responses to the message addressed. This is possible because of controlled circulation or the coverage where advertiser knows the names and addresses of the prospects. Thus, the ad performance can be measured.

Demerits :

1. *It suffers from high cost :* The cost per recipient works out much higher than the mass media like news-papers, magazines, radio and television. This cost increases because, there is some amount of

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wastage which cannot be avoided. It is mainly due to ever changing mailing list. It is impossible to keep the mailing list up-to-date. Though, it is costlier to reach the people such high cost is justified by the audience selection and effectiveness that has been possible.

2. *It has low reader interest :* Much of the mail material sent to the prospects is cast aside as they think such mail as a sheer junk. That is why, much of the material is thrown, into trash baskets without any reading or with only hasty glance. The reasons for this attitude and annoyance are that they do not pay for it and they have a feeling that the advertisers are out to talk only about their products.

3. *It warrants a specialised skill :* Most of the advertisers are discouraged to use this media as it warrants a highly specialised skill in preparation and handling. The advertisers may not have the perfect knowledge of the materials to be used, variety selection, combinations, postal regulations, it also costs in terms of money and time. The hardest task is that of maintaining the up-dated mailing list. Dealers and manufacturers prefer other media than this because they are more suiting to their needs.

4. *It has limited span :* Direct advertising is too much selective and works against the advertisers who have national coverage. Thus, an advertisement in a daily news-paper can pass on the message to millions of prospects with broad geographical spectrum. A broadcast on radio and a telecast on TV makes the flash of the message to reach within a minutes time. Direct advertising can not do this as it is thoroughly individualised media. It has very limited scope. The firms that each their zenith height in progress will have tough time to select the prospects for direct advertising.

The above discussion on direct advertising makes it amply clear that, it is best suited where : (1) the advertiser has a limited and concentrated clientele, (2) the advertiser is much keen to reach his distributors, dealers and the company sales people. (3) timely and reduced waste is desired in circulation and (4) the advertisers wants to maintain the secrets of his line.

D. DISPLAY MEDIA

Displaying merchandise is not a new idea. It has been there from the time immemorial. What has changed over the years is its style and mode in display. The heart of display is its selling idea designed to generate purchases. The dictionary meaning of the word 'display' is arranging, some thing for a view. In this context, it is the systematic arrangement of samples of saleable products to catch the imagination and notice of people. Display demonstrates directly about the product or products by presenting them rather than telling and selling points indirectly. It is more a promotional medium than advertising. It is

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also called as point of purchase (P.O.P.) advertising in a broad sense. It is gaining much ground because of the new trends in buying such as "self-service" and "self-selection" in retail line. The significance of display advertising lies in its ability to : (1) allow the prospects to experience the products before buying, (2) make it an effective dealer aid, (3) attract the consumer to the shop and (4) make possible impulse buying.

Display advertising or promotional advertising is hinged on the concept of display. It has three dimensions namely displays showrooms and show cases and exhibitions and fairs.

1. DISPLAYS

Displays can be of several types such as window, counter, wall, shelf, overhead, corner, floor, jumble and so on. We ae concerned with only two types namely window and counter in view of their special significance.

WINDOW DISPLAY

The term 'window' display implies the showing of goods in the windows of the shop. It is a window salesmanship. Window display is also known as 'exterior' display. The standard function of a window of a house is to allow the inmates to see what is happening outside and not that outsiders are to peep in the house of others. Window of a shop or a store is the front part of the shop or the sides of the shop which are used to display the merchandise. Conversely, here the outsiders are to peep in deliberately. Windows are the dimensions of the shop and constitute the first impression that the retail establishment can make on the prospects or the passersby. Psychologists have come to the conclusion that window displays are the manifestation of the instinct to possess, the desire to see the products and to imagine as if they are their own. Windows serve the same purpose as the guest room or the front room of a house. Front shop designing and decorating is an art itself. It has become a highly specialised and paid activity. It is evident from one's own experience that the windows in front of shops are so nicely and attractively arranged that the passersby consciously or unconsciously magnated towards them. They are lavishly designd, richly decorated and brilliantly lighted to have the only one purpose of impelling the prospects to come nearer to it and enter the shop for enquiries at least, if not for purchases.

Merits of Window Display :

1. *Point of purchase impact :* A man or a woman who stops at shop and looks in the products dressed in the window are away only a few steps inside the shop in plenty and variety. Effective window

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display does not allow that man or woman to ride away from the store or sit at home after shop hours to think of it. It has that quick, instantaneous "get in effect", that is, window displays arrest the attention of passersby and welcome them to the store.

2. *Colourful and lifesize presentation :* Window dresser can use any colour and light combinations, varieties and assortments, illumination, mechanical movements to create a fancy wonderland. Again, the utility of a product is demonstrated by the use of manikins—the life size plaster or wooden models. Under such an atmosphere of a fairy land, the onlookers are but tempted to enter the shop for purchases or enquiries.

3. *It acts as a beauty mask :* A window of a shop is rightly called as the face of the selling house. Just as the face is the index of mind, so also the window—the indicator of shop contents. The real worth of a shop is judged by the nature and contents of window used for showmanship. That is why ; the window dressers are to be careful and cautious to give the best possible impression. It acts as a beauty mask in the sense that blemishes, if any, are covered by it.

COUNTER DISPLAY

In the good old past, advertisers thought that window display was sufficient to attract the prospects and once the prospects get in, the actual sale could be effected by the salesmen at the counter. However, it is now realise that 'counter' or 'interior' display is as important as or even more important than the window display. Window display creates interest after attracting the prospects. It is the turn of the counter display to convert interest into desire and the desire into action. Counter display refers to all the arrangement that is made in the sales hall of the shop. It stands for all kinds of internal showmanship in the garb of storage. It can be an open or a closed, a top of the counter, a wall, an architectural, an isolated, a ledge type. It speaks of scientific and artistic arrangement of glass cup-boards, fixtures, shelves, racks, show- cases, stands and other supports and props. The counter display must match to the window display to fortify the consumer confidence and to project true impression.

Very important aspect of counter display is that of interior decoration. Interior decoration stands for all the decorative art work and arrangements done to create total internal effect on the prospects. Internal arrangement of cupboards, shelves, counters, racks and stands must be scientific and alluring, lighting arrangement must be matching and there should be sufficient room for natural and artificial ventilation. The atmosphere created must be pleasant, cool and soothing so that it keeps the visitors totally satisfied by imposing impression. The glamour created by the physical conditions must not be wiped away by the psychological conditions that follow.

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Merits of Counter Display

1. *It makes easy location of products :* As the prospects have read about the store and its product ranges, rush to the store and are eager to find the advertised products quickly. The prominent signs of internal display cupboards, shelves with signs welcome of prospects and help them in easy selection and picking up the products needed. This is of particular importance in these days of self-service and self-selection.

2. *It prompts impulse buying :* The noteworthy feature of such counter displays lies in their ability to sell those products in addition to those which have been advertised. Thus, a person who has visited the store buys a ready shirt and trouser may also buy a neck-tie, cuff-links and even a perfume sprayer. An outstanding use of interior display is to surround advertised products with the high priced one in the same product line. That is why, the consumers are very often attracted to high priced products in preference to those advertised.

3. *It develops consumers loyalty :* The consumers who enter the shop are impressed by the internal surroundings as very sensible, pleasant, alluring and appealing and these win their hearts to be the permanent customers. Thus, an occational visitor is turned into a regular customer. The reason for this is "love at first sight". Consumer tagging is possible through wide range of stocks, latest arrivals, impressive treatment, cosy atmosphere, special concessions and the like.

PROBLEMS OF DISPLAYS :

The dealers and the manufacturers who use these displays face certain problems which are common in case of both 'window' and 'counter' displays. These problems that warrant immediate attention are :

1. Creativity :

That way, every advertiser has the problem of creativity. The aims of any point of purchase advertising are : to establish the manufacturers brands and to stimulate impulse buying. To establish brand at purchase point, the messages given in newspapers, magazines are to be re-produced in the shop—both in windows and counter displays. To make possible impulse buying, creativity should be related to the action of the prospect. Easy and wide internal displays through racks and fixtures must be made available.

2. Placement :

The retail dealers might be having superb displays—well designed and coordinated meeting requirements of the advertiser. This has no meaning unless the dealers or the retail outlets use these display

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materials properly. Placement problem is really vexing one particularly from the points of view of the manufacturers and the retail dealers. Each retail store has a limited place including window, walls and the floor which he is to use for storage and display. The problem is how many manufacturer's materials are to be accommodated ? The only solution is quick turnover ? He should use only those display materials that will increase the product turnover and profits.

3. Wastage :

No medium of advertising is free from wastage and point of purchase advertising is no exception to this. Obviously, there are certain causes of wastes which can be identified and plugged for better results. These prolific sources of wastage are : (*a*) unused display material lying with the retail outlets (*b*) unused or short-term use of display materials by the retail stores and (*c*) wrong selection of retail outlets. A manufacturer or the advertiser faced with this problem of waste may think of changing the retail outlets. It is not the total solution to the problem. He should have a matching policy to accommodate the individual retailer's problems.

The success of point of purchase advertising, in the final analysis, depends on understanding of (1) the shopping habits of consumers, (2) the needs of the store manager, (3) forms of display, (4) the display ideas and (5) getting the displays used in practice.

2. SHOWROOMS AND SHOW-CASES

Even though the sophisticated marketing mechanism provides us with the latest methods of selling like sale by grades by description, still sale by inspection is predominant in cases of products where buyers are not satisfied with mere newspaper or magazine advertising. They insist on inspection prior to the decision to buy. In cases of consumer durables and industrial goods, it is almost inevitable. Prepurchase demonstration is also expected. To accommodate these consumer needs, show rooms and show cases are extensively used by the advertisers.

Show-rooms :

A 'show-room' is a specially designed room or a room-cum- office, rented or owned, located in the prominent place of the sales territory used mainly for display, demonstration and after-sale services. Practically, all the industrial and consumer durable manufacturing houses have their show-rooms in all the important cities of the country. Some may have even international show-rooms for their products of international repute. These show-rooms are managed by two types of personnel namely, technical and sales. A show-room becomes the hub of activities of explaining the product features and the merits,

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demonstrating and after-sale services particularly repairs and maintenance.

Show-cases :

A 'show-case' is a glass box, glazed case, cabinet with glass doors or panes or a glass cup-board used to display the products in an artistic way. These are normally kept in prominent places like railway stations, airports bus terminals, cinema house, city squares, parks, post offices, market complexes and specially hired front offices of imposing buildings. Show-cases are essential adjuncts of retail business. These show-cases are lavishly designed, brightly and colourful illuminated and the products are dressed in a novel way to attract the attention of the passersby. These are mostly used by the advertisers of consumer durables and non-durables than industrial products. It does not mean that industrial products are not arranged in show- cases, at all.

Merits of Show-rooms and Show-cases :

1. *They provide place for getting orders :* Show-rooms give the unique opportunity to the customers or the prospects to examine and re-examine the products, get convincted about them and then place orders, if satisfied. A show-room provides all the prepurchase information, inspection and demonstration and acts as a booking office. It is that creature place where consumer desires are converted into demand. Show- cases provide only the samples of the products, variety range and the prices to the onlookers. For further details, the visitors are to visit the concerned retail store.

2. *They acts as training ground :* Show-room is a very dependable training ground both for sales and technical pesonnel. The new recruits can be imparted the necessary training regarding the tricks of the trade under the guidance of seasoned hands. The training is going to be total, purposeful and effective as the trainees are working under lax conditions. This provides the most economical method of imparting education and training.

3. *They provide centre for after sale-services :* The purpose of establishing and running show-rooms is not merely to book the orders and hook the customers. Very important objective is to provide for after sale-services. The sales of the industrial houses, that is, industrial and consumer durale goods are largely dependent on the net-work of after-scale service centres all over the country. Every buyer, industrial or final, is very much particular about the availability of satisfactory after sale-services. Rendering after sale-services is a matter of business responsibility and reputation.

The success of show-rooms and show cases depends on the factors of suitable location, easy accessibility, accommodation, working staff and the testimonials of satisfied customers.

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3. EXHIBITIONS AND TRADE FAIRS

Though people do use these two terms namely 'exhibition' and 'trade fair' inter-changeably, there is difference between the two. "Exhibition" is, in effect, a congregation of show-rooms of different manufacturers under a single roof. It is a huge gathering of manufacturers for the purpose of displaying, demonstrating and booking orders for their latest and regular products. Exhibitions are non-conventional in the sense that they do not provide entertainment. It at all, it would be the part and parcel of their pavillion activities. Exhibitions are normally organised by the trade associations and Chambers of Commerce. Of late, government is taking keen interest in these. The theme of exhibitions is to attract dealers and consumers towards the latest products in the line by providing detailed information and demonstration. These can be interstate, inter-national. The best examples of this kind are Motor Trade Exhibition of 1962, Aeronatic Exhibition of U.S.A. of 1968, All India Machine Tools Exhibition of 1986. Auto Fashion of 1997 at Delhi.

Talking of 'trade fair', it is a huge fair where the display and demonstration activities are combined with fun and frolic or variety entertainment. Trade fair is more than an exhibition. Like exhibition, each producer has a pavillion for display, demonstration and sale. However, the intent is to provide more fun and entertainment to visitors and then to take full advantage of such gathering for business purposes. These can be also interstate and international. The best examples are : Expo-1967 of Canada, Expo-1970 of Japan, Asia-72 of India, Indian Trade Fair 1985 Book Exhibition of 1998 and so on. Both exhibition and trade fairs are educational and informative presenting new products and processes to the audiences. Both involve good deal of pre-planning, time and treasure.

Merits of Exhibitions and Trade Fairs :

1. *They provide display and demonstration :* An exhibition or a fair gives a unique opportunity for display and demonstration of the company product range in an alluring atmosphere created in each pavillion or the stall. Each producer can tell the story, philosophy and the success of his house through presentation, demonstration and literature. Exhibitions and fairs have elaborate educational value. The visitors, consumers and dealers, get the authentic and useful information regarding the structure, ingredients of products, product uses and product superiorities. The usual misconceptions and wrong notions are dismissed by face to face factual discourses on the spot.

2. *They create deeper impact :* An exhibition or a trade fair is a very strong channel of persuasion and an essential ingredient of marketing-mix. As compared to press and broadcast advertising, this

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medium has higher degree of impact as it has the opportunity to compress into one activity the whole selling operation namely, attention, interest, persuasion, desire to purchase and finally placing an order. What is more important is that it results in good deal of impulse buying as visitors move from stall to stall and are tempted to possess each item they come across.

3. *It develops ready market :* Exhibition and trade fairs are the fertile grounds for publicity and sale. Huge crowds visiting these places provide ready market for the products displayed had demonstrated. They uncover wide variety of uses for products that lead to identification of new markets. Again, as competing business houses meet, product modifications, development of new products are possible. Thus, potential market can be charted. Further, these exhibitions and fairs bring together different manufacturers through supplier and consumer relations because the end product of one company may be the input of another. Thus, business deals can be finalised.

Problems of Exhibitions and Trade Fairs :

Though exhibitions and trade fairs have upper hand in persuasion, they have their own problems which need thorough size up and satisfactory solutions for greater success. These are :

1. *They involve high cost :* The exhibit advertising costs a lot. There are four main elements of these costs, namely : (1) *space rental* : each pavillion or stall have varying rates based per day per square meter, (2) *exhibit designs and construction* : each stall has go to designed and structured to attract the visitors, (3) *stall management* : normally a beavy of sales girls or a batch of salesmen or a combination involves the personal expenses and (4) *miscellaneous expenses* : these are transport, installation, furniture rental, promotional material, entertaining and publicity. The total expenditure for the period of exhibition works in thousands and lakhs of rupees. The only way to reduce the cost is to increase the turnover by attrating more visitors and designing the material highly collapsible – for easy movement.

2. *It creates unweidly management :* On the spot management of the show is another major problem. The internal layout and display must be such that it helps to control the visitors and the staff. The sales staff should be specifically trained for the purpose of fair. The technical staff should match their technical jargon to the requirements of the consumers. Many a times, exhibitions have failed not because of lack of funds but because of inefficient management. This is of particular importance in national and international level exhibitions and trade fairs or shows.

The success of exhibitions and trade shows depends on sound

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planning as to size, site, design of exhibition spot, technical and sales-staff, sales literature and the display and demonstrations styles.

CHOICE OF AN ADVERTISING MEDIA

Selection of an advertising medium or media is a unique decision to be made by each advertiser. Actual selection of the best medium or media for a particular advertiser will depend on variables like the conditions under which he is carrying on the business, market conditions, his marketing program, and the peculiarities of the medium of advertising. Strictly speaking, one realises that there is no one medium that is the best for all similar units. Therefore, there is no single or blanket formula for solving this ticklish problem of media selection. Normally, we expect the advertiser to select the media and media vehicles to : (1) reach the market defined in the advertising target, (2) match product distribution with vehicle for circulation and coverage (3) adapt media vehicles to the advertising strategy, (4) combat the advertising competitors and (5) stay within the limits of advertising budget. In general the factors that govern the selection of media are : the nature of product potential market, distribution strategy, objectives of the campaign, type of selling message, the budget available, competitive advertising, media availability and the media features. Following is the detailed study of these.

FACTORS GOVERNING THE CHOICE OF AN ADVERTISING MEDIA

1. Nature of the Product :

The nature of any product under consideration has its say on media selection. A product that is needed by all will encourage mass media like print, broadcast, telecast and outdoor. A product that needs demonstration will warrant T.V., film and video advertising. Industrial products are better advertised in print media than broad-cast media. Products like cigarettes, wines and alcohols have no place in broadcast media by convention. The advertising planner is to select that media which matches to his product and nature.

2. Market Potentiality :

The characteristics of a potential market for the company product will decide the exact choice of the media. The aim of every advertising effort is to carry on the advertising message to prospects economically and effectively. This crucial task rests on identification of potential market for the product in terms of demographic profile of a consumer such as number, geographic spread, income, age group, taste, likes and dislikes, level of education, marital status and so on. Market research findings will provide solid and valid background information in this regard. If the message is to reach people with high income

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group, magazine is the best medium ; if local area is to be covered, newspapers and outdoor advertising media are of much help ; if illiterate folks are to reached, radio, T.V., film and video advertising are better suited. Here, the media is to match to the demographic features.

3. Type of Distribution Strategy :

Medium or the media selected should be one that goes in line with the company distribution strategy. The advertising coverage and the distribution system that the company has developed have the direct correlation. Thus, there is no point in advertising a product, if it is not available in those outlets where normally the customer buys. Similarly, the advertiser need not use national media if he does not have national distribution system or the network. Thus, a retail textile dealer, having local and regional market can go in for spot television advertising than network program.

4. Advertising Objectives :

The decision on media selection is affected by what the advertiser wants to achieve with a given advertising campaign. Though the major objective of every company is to influence the consumer behaviour to have a favourable attitude, the specific objectives may be to have local or regional or national coverage, to popularise a product or a service or a company, to create primary or secondary demand, to achieve immediate or delayed action, to maintain secrets of the case. If he wants to achieve immediate action, direct or speciality advertising works ; if he wants to build goodwill for the unit, newspapers and magazines are better suited ; if he wants national coverage he can go in for radio, T.V., film or even newspapers and magazines.

5. Type of Selling Message :

The type of selling or advertising appeal dictates the type of media the company is to go in for. It is more the advertising company copy requirements that decide the appropriate choice. The advertiser may be interested in appealing the prospects by colour ads. In that case, magazine, cinema, film, T.V., bill boards, bulletin boards video serve the purpose ; if timeliness is the concern, he should go in for newspapers, radio, posters ; if demonstration is the necessity, T.V. screen and video will do ; if reminding the crusy outdoor advertising is the best ; if introduction of product is warranted, special offers under promotional advertising to be undertaken. Thus, the exact type of advertising message influences the choice.

6. Budget Available :

The funds at the command of the advertiser have direct bearing on media selection. A manufacturer may have a very colourful plan of advertising his products on T.V. network programme, radio and

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film media. However, his budget may not permit him to go in for these costly media. Resource constraints restrict the selection whereby he may be forced to go in for newspaper and outdoor advertising, instead. His product is such that it is worth going in for four colour printing in a reputed magazine like 'Life' or 'Time'. However, his budget may allow at the most to have black and white printing. That is, the advertiser must go in for that medium or media where he gets maximum participation or schedule of insertions to achieve an effective advertising program.

7. Competitive Advertising :

The success of advertising program and strategy depends not only on what the advertiser thinks as the best under a given situation, but also what his competitors are thinking about it. A shrewd advertiser is one who studies carefuly the moves of his competitors as to the media selected and the pattern of expenditure portrayed. Meticulous evaluation of media strategy and advertising budget paves the way for better choice. It is because, whenever a rival spends heavily on a particular medium or media and has been successful, it is taken as matter of his experience and a prown tactics. This how, many advertisers copy giants in the line. However, it is not always advisable to copy this individual pattern as a beaten track. At times, the advertiser will have to depart from these, if he finds that his alternative course is more appropriate to his setting.

8. Media Availability :

The problem media availability is of much relevance while considering the media alternatives. It is so because, all the required media may not be available at a given moment of time. Indian advertisers where very much handicapped in 1973-74 when there was acute shortage of news-print and, therefore, space in newspapers and magazines. This is equally true in cases of radio, T.V., video, film advertising creating the problems of clutter and scheduling. Thus, non-availability of media poses a new challenge to the media planners and the people of advertising industry. At times, resource constraints may not be there, but companies will have to be contented with whatever media available.

9. Media Characteristics :

Media characteristics differ widely and these differences have deep bearing on the choice of a media vehicle. A media vehicle is a member of a given medium. For instance, in print medium, newspapers and magazines are the vehicles. In case of outdoor medium, we have vehicles like poster, printed displays, electrical signs, travelling displays, sky-writing, sandwichmen. In case of direct medium we have

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postcards, envelop enclosures, broad sides, booklets, catalogues, sales letters, gift novelties, store publications, package inserts and samples. Each vehicle has a set of features comprising of coverage, reach, cost, consumer confidence and frequency. For different advertisers, these mean different deal. Some prefer coverage, still some frequency, others cost and most consumer acceptance. Selection goes in tune with these characteristics and needs of an advertiser.

In a nutshell, the advertiser, to get the best results for the money spent and the efforts put in, should consider all the above nine factors that govern the selection of a medium or media. In brief, he should match media vehicles to markets, budget, objectives, time and space, and the advertising strategy against those used by competitors. Media selection is a matter of juggling, adjusting, tailoring, filling, shaving and reworking to match to his individual situations.

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CHAPTERS AT A GLANCE

CHAPTER 1 : INTRODUCTORY

What is Salesmanship ?

Salesmanshp is a major wing of modern marketing efforts. It is the art of winning the hearts of consumers to dispose the firm's products and services. It is the wit act of persuasion. It is the art and science of understanding the human instincts and paving the way for their fulfilment. It is the ability of a person to persuade the people to buy the goods and services for mutual gain namely, satisfaction to the buyer and profit to the seller.

Outstanding Attributes of Salesmanship :

Personal selling has its unique features namely : (1) It is the oral presentation (2) It is the ability to persuade (3) It creates customers (4) It prefers 'service' to 'greed' (5) It works for mutual gain.

Essentials of Goods Salesmanship :

Personal selling is one thing and good personal selling another. The requisites of a good salesmanship are : (1) It is free from exploitation (2) It avoids big-haggling (3) It does away with pressurising (4) It believes in "customer is always right". (5) It sets model for others. (6) It serves the customers.

Merits and Limitations of Personnel Selling :

Merits :

The strength of personnal selling lies in the plus points : (1) Flexibility and adaptability. (2) Minimum wastage (3) It is a feed-back. (4) It creates lasting impression (5) It pulls through logical sequence.

Limitations :

The weakness of salesmanship is cleared by certain serious limitations. These are : (1) It is quite expensive. (2) Difficulty of getting right salesman. (3) Stake in the consumer loyalty. (4) More administrative problems.

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Relevance of Personal Selling :

There are certain marketing situations where personal selling is more relevant as it provides easy and effective answers to the multidimensional sales problems. These conditions are market, product, consumer and company.

Secrets of Success in Selling Line :

Success is not readymade in any line. Certain amount of input is essential for success which can be called as secrets. These are : (1) Love for selling line. (2) Industriousness. (3) A strong desire to achieve. (4) An optimistic outlook. (5) Knowledgeability. (6) Care for value of time. (7) Good listening. (8) Service orientation.

Origin and Evolution of Salesmanship :

Selling is an ancient art and is as old as human civilisation. Its origin and growth can be traced and expressed into stages of economic growth. These stages are : Hunting stage, stage of pedlership, stage of chapmanship, stage of shopkeeper, stage of commercial adventurer, stage of merchant adventurer, stage of commercial craftmen, the stage of merchant adventurer, stage of commercial craftmen, the stage of bagman. Thus, there have been almost eight stages identified.

'Olden' and 'Modern' Salesmanship :

'Olden' Salesmanship :

The olden salesmanship was not golden. It suffered serious attacks. The basic features of old salesmanship are :(1) Manifestation of cheat. (2) Absence of a set- price. (3) Low-grade activity. (4) Absence of publicity. (5) More an art.

'Modern' Salesmanship :

Modern salesman is the outcome of changes in economic, social, cultural and political fields. It has a refined profile and its basic characteristics are : (1) Manifestation of commercial honesty. (2) A respected profession. (3) Heavy reliance on advertising. (4) One price policy. (5) Widest assortments. (6) Sale of services.

Nature of Salesmanship :

Nature of salesmanship refers to its standing. That is, whether it is a science, or an art or both and a profession.

Is it a Science ?

Science is the rich fund of knowledge based on experience and experiment having its own principles and generalisations which are universally appticable. Applying this test, salesmanship is a science – a social science with varying cause and effect relations and results.

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Is it an Art ?

Art is the practical side of science. Art is the branch of learning where human skill, knowledge, imagination and practice have constructive role to play. It demands knack, skill, dexterity or acumen given or acquired. It makes the user exact. Applying this test, salesmanship is art too.

Is it a Science and an Art ?

To succeed in this practical world man must master of science and marshall the art. That is, he is to be perfect and exact too. A successful salesmanship is both a science and an art.

Is it a Profession ?

A profession is a calling or a vocation which fulfils the conditions : (*a*) It as an organised body of knowledge, (*b*) compulsory acquisition of this knowledge and training, (*c*) has established and respected code of conduct, (*d*) has standards for entry and exit, speaking of qualifications and disqualifications, and (*e*) stresses service to self-interest like teaching medicine, law, engineering, accounting, salesmanship also a profession.

The Sope of Salesmanship :

Scope means span or the coverage. The subject matter of salesmanship covers a wide areas because salesmanship is an art, a science and a profession. Sale, covers sale of consumer, industrial and agricultural goods in an area, may be local, regional, national or international. It also covers sale of services. Modern salesmanship works on the statement, "salesman are made than born". Therefore, development of salesman calls for selection,training, placement. Training covers study of his personality, products and customers. Beyond this it covers study of competitors. The sales organisation has an added responsibility covering, recruitment, selection, training, placement, motivation, coordination, direction and control of salesmen. It also encompasses sound relations, both intra-company and inter-company. It is not an act of cheating but a highly respected and paid profession. Its scope is really wide and is ever expanding.

CHAPTER 2 : DISTRIBUTION

What is Distribution ?

Distribution is the counterpart of production. It does not mean merely packing the goods and despatching them. It is the actual placing of goods in the hands of final user or the commercial user at right place, time and price. To-day goods do not move automatically

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to consumers from the producers. The distribution system speaks a channel of distribution or a network of such channels. A channel of distribution is an organised network or a system of agencies and institutions which in combination perform all the activities required to link producers with users and users with the producers to accomplish the marketing task.

Significance of Distribution :

The real importance of a well developed and viable distribution system lies in its contribution to increase human values. These points are : (1) Human wants are satisfied. (2) Economies of large scale production. (3) Price stablisation. (4) Vagaries of shortages are fought. (5) A major source of employment. (6) An agent of change.

Classification of Distribution :

The distribution of goods and services can be 'direct' and 'indirect'.

Direct Distribution System :

Direct distribution system stands for the arrangement where there is direct contact or link between the producer and the consumers. **The merits of direct distribution are :** (1) control over selling policies. (2) Best suited for consumer durables. (3) First-hand information. (4) Cash dealing. (5) Sale of bulk quantities. **The demerits are :** (1) Heavy investment. (2) Problem of unweildy management. (3) Nature of products. (4) Consumer preferences. (5) The consumer satisfaction.

The forms of direct distribution are : (1) Selling through own shops. (2) Selling through post. (3) House to house selling. (4) Mechanical selling. **The merits of selling through own shops are :** (1) Consumer vicinity. (2) Cash and carry terms. (3) Economy in publicity. (4) Merits of quick turnover. (5) No dependence. **The demerits are :** (1) No consumer credit. (2) Consumer satisfaction. (3) Hostility of traders. (4) High cost of operation. The merits of selling through post are : (1) Goods at door-step. (2) Economy in dealings. (3) Least investment. (4) No danger of bad debts. (5) Effective publicity. **The demerits are :** (1) High cost of keeping track. (2) A conditional success. (3) No personal touch. (4) Loss of customers. **The merits of house-to-house selling are :** (1) Assured client etc. (2) Door-step service. (3) Keeping abreast of latest trends. (4) Credit facilities. (5) Least investment. **The demerits are :** An expensive method. (2) Sales force maintenance. (3) All products unsuitable. (4) Loss of competitive advantage. **The merits of mechanical vending are :** (1) No need of a salesman. (2) Cash terms. (3) Honest service. (4)

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Source of amusement. (5) Economical selling. **The demerits are :** (1) No credit. (2) Heavy investment. (3) No personal touch. (4) Feeder services are essential.

Indirect Distribution System :

Indirect system of distribution is one where there is no direct link or relationship between the producer and the consumers. These producers and consumers are linked by intermediaries such as wholesalers, retailers and dealers. The merits of direct distribution are the demerits of direct distribution and the demerits are the merits of direct distribution.

The forms of indirect distribution system are : (1) Sales through wholesaler. (2) Sale through retailers. The functions and services of wholesalers are : **The functions are :** (1) Assembly and buying. (2) Warehousing. (3) Transporting. (4) Financing. (5) Risk bearing. (6) Grading, packing and packaging. (7) Dispersing and selling and (8) Provision of market intelligence. **The service are : I. Services to manufacturers are :** (1) Economics of scale. (2) Saving in time and trouble. (3) Regularisation of production cycle. (4) Better use of capital. (5) Price stabilisation. **II. The services to retailers are :** (1) Stock replacement. (2) Saving in cost and time. (3) Economy in transport and packing. (4) Better use of limited capital. (5) Expert knowledge. **The functions and services of retailers are : I. Functions :** (1) Buying and assembling. (2) Warehousing. (3) Selling, (4) Risk- bearing. (5) Grading and packing. (6) Financing. (7) Advertising and publicity. (8) Supply of market intelligence. **II. The service are : (A) To manufacturers and wholesaler are :** (1) Offer an opportunity. (2) A big relief. (3) Provision of information. (4) Reduction of risks of loss **(B) Services to consumer are :** (1) Widest choice. (2) Relief from storage. (3) Extra services. (4) Supply of information.

In case of wholesale trade, there can be three possible sub forms namely a full-line wholesaler, connector and a drop-shipper. In case of retailers there can be division and sub-divisions. The most important one are departmental stores, multiple stores, one price shops, cooperative stores, mail-order and super- markets. **The merits of departmental stores are :** (1) widest choice under single roof. (2) Service to customers. (3) Economics of large-scale no man buying: (4) Large no man turn-over. (5) Extensive self-advertisement. **The demerits are :** (1) High cost of operation. (2) Absence of vicinity. (3) Problem of supervision. (4) Lack of personal touch.

The Place of Salesman in the Distribution System :

The exact place of salesman is decided by the type and the extent

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of service he is extending to all those involved in the arrangement of distribution. However, his role is evident from the following points : (1) He is the spearhead of all business. (2) He is the agent of intelligence service. (3) He is the catalyst of increased and improve production. (4) He is the great equaliser. (5) He is the advocate of improved standard of living. (6) He is the champion of full employment.

Selection of the Method of Distribution :

Though it is impossible to say whether one should go in for direct or indirect method, there are certain factors that govern the choice. (1) The nature of product. (2) The profit margin. (3) The extent of market. (4) The financial strength. (5) The selling costs. (6) The customs and traditions.

CHAPTER 3 : SELLING JOBS AND SALESMAN

Types of Salesmen :

The most commonly accepted ways of classification are creative and competitive and travelling and counter. This classification is not exclusive but inclusive as same points overlap in each case in one way or the other.

Creative versus competive salesmanship :

Creative salesmanship is concerned with greatest of converting needs into wants of desires into demand. It is to break the new ice. It is educative and goes in line with selling psychology. On the other hand, competitive salesmanship is to do with competing away the customers from others at any rate. The aim to excel his rivals in sales. Higher sales may result in the danger of bad debts. It is worth nothing here that even the competitive salesman is to begin with creative selling so that he can change over to competitive selling, but not in a reverse manner.

Distinction between Creative and Competitive Salesmanship :

Creative and competitive salesmanship can be distinguished on the grounds of : (1) Sales objective. (2) Approach to sales. (3) The results. (4) The option of start. (5) The coverage.

Counter versus Travelling Salesmanship :

Counter-salesmanship means selling on counter in a shop where customer go the salesman. His customers are regular. This work is routine type and therefore paid less. On the other hand, travelling salesmanship demands movement from one place to another where salesman goes to a customer and has the challenging job of breaking

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new ice. He faces man hardships, and as is away, he is paid much higher.

Distinction between Counter and Travelling Salesmanship :

These two concepts are distinguished on the grounds of : (1) The place of work. (2) The nature of work. (3) The rewards. (4) The control. (5) The adaptability.

Selling as a Career :

Each career has its own merits and demerits. Selling is a honourable, challenging, rewarding and professional career. Today, more and more youngsters are going in for sales career because of at least five reasons : (1) There are variety of job openings. (2) There is full freedom to the individual. (3) It is challenging one. (4) Successful salesman have many opportunities to move on to the top management positions. (5) Sales career is rewarding. However, sales career is not easy. It demands hard work, both physical and mental. All people are not suited to this line. Persons with patience, persistence and pulling coverage can stick to this line.

Types of Salesman :

The types of salesmen depend on the basis of the classification adopted. On the basis or organisation, these salesmen may be classified as those of manufacturers' salesmen, wholesalers' salesmen and retailers' salesmen. In case of manufacturers salesmen these may be : (1) Pioneer salesmen (2) Dealer service salesmen and (3) Merchandising salesmen. In case of retailers' salesmen, these may be : (1) Counter salesmen and (2) Travelling salesmen. On the basis of goods sold, these salesmen can be : (1) Staple salesmen (2) Speciality salesmen. On the basis of service rendered, these can be : (1) House to house salesmen (2) Missionary salesmen (3) Service salesmen (4) Exporter's salesmen.

CHAPTER 4 : SALES PERSONALITY

What is Personality ?

Personality is the personal ability to impress those he or she meets. It is the sum of impressions he makes on others. What is colour and fragrance to a flower, that is personality to a person.

What is Sales Personality ?

Sales personality is the sum-total of every aspect of a salesman that is essential to influence the prospects favourably. Sales personality is something which is given, produced and can be improved upon by developing certain qualities of such personality.

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Qualities of a Good Salesman :

Sales personality is a matter of certain requisite qualities or traits. Successful salesmen are not 'born' but 'made'. The essential qualities required for a successful salesmen can be of four types as physical, psychological, social and character. The physical qualities are : sound health, posing posture, alluring appearance, pleasant voice. The psychological qualities are : Amazing alertness, fertile imagination : rebounding resourcefulness, commending confidence, equitabe enthusiasm, inciting initiative, open observation. The social qualities are : extending extroversy, conforming, conversing, portraying, poise, built in courtesy, tacit tact, centering, cooperation, good manners. The character qualities are : multiple maturity, colossus courage, simmering sincerity, darting determination, inkling integrity, lasting loyalty, impinging industry.

Improving the Sales Personality :

Salesmen are neither born nor made but are born and made. Proper attempt and sincere practice pave the way for development of a sound personality. It is a matter of individual adjustment between what a person has and what he should have ?

CHAPTER 5 : KNOWLEDGE OF PRODUCTS

What is Product Knowledge ?

Product knowledge is the thread-bare or detailed knowledge about the product or products a salesman was, is and will be selling. It relates to everything of product.

Why Product Knowledge ?

A perfect product knowledge is the fundamental of successful selling. Its significance is seen in the points of : (1) Sales personality is not all. (2) It strengthens his self-confidence. (3) To make selling a pleasant task. (4) To project the perfect product image. (5) To withstand the rigors of competition. (6) To multiply his earnings. (7) To pull through the sales interview effectively.

What Salesman should know ?

Each and every salesman should know : (1) his firm, (2) his products, (3) his market, (4) his competitors, (5) his government policies, (6) his distribution system.

SELLING POINTS

What are Selling Points :

Selling points are the points that project the product in the mind

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of a customer wooing him or her to buy. These are the talking points which make a strong case for a product or a service. They are the 'theme' or the 'substance' or the, central idea of selling. They are unequal selling propositions. These refer to size variations, colour combinations, shapes, constituents materials, packings, durability, suitability, convenience, ease in use, resale value, status symbol, economy, special selling terms.

Selling Points of Classified Products :

(i) Agricultural products : The selling points can be freshness, weight, vitamin contents, taste, flavour, aroma, colour, thickness, ease of assimilation, durability, mineral contents.

(ii) Manufactured industrial goods : The selling points can be : size dimensions, shape variations, durability, ease of operation, anti pollutant capacity. Spatial requirements are : installation, repairs break up value, power consumption, production capacity, versatility.

(iii) Manufactured consumers goods : The selling points can be : Size variations, weight, dimension, make, colour combinations, durability, economy, versatility, comfort, convenience, resale value, maintenance, repairs, terms of sale. These apply to durable products. On the other hand, non-durable consumer goods, have the selling points like freshness, health promoting properties, packing, price, economy, effectiveness, ease in home processing.

Sources of Product Knowledge :

The sources of product knowledge can be basic and miscellaneous. The basic sources are : (1) Education and training. (2) Personal experience. (3) Colleagues. (4) Sales literature. (5) Advertisements. (6) Sales meetings and conferences. (7) Visits to factories and show-rooms and exhibitions. The miscellaneous services are : (1) Motion pictures and visual aids. (2) Training schemes and courses. (3) Travelling demonstrations. (4) Public libraries. (5) Best solution schemes. (6) Contacts with customers.

Fruitful use of Product Knowledge :

More collection of knowledge per se, is not going to serve any purpose. Its application is more important. Rather skillful and intelligent use that makes a way. The points that help in this direction are : (1) Organise the collected information. (2) Matching specifications for market integration. (2) Never to offend others. (4) Avoid technical jargon. (5) Cut to the core. (6) Bring home the benefits. (7) Up-date the knowledge.

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CHAPTER 6 : BUYING MOTIVES

What they Mean ?

Buying motive is the strong feeling, urge, instinct, drive, desire, stimuli, thought, emotion, a belief or a tension that makes a person to react in the form of buying decision. It is the inner feeling or the urge that arouses his interest and finally that interest is transformed into an action.

Classification of Buying Motive :

These buying motives are classified in a number of ways as innate and acquired ; primary and secondary ; conscious and dormant ; physical and psychological ; positive and negative ; product and patronage ; and rational and emotional. The last two bases are important. Product emotional buying motives are : pride, vanity, jealousy, imitation or fashion, sex, habits, love and affection, comfort aesthetic pleasure, praise : The product rational motives are : safety or fear, suitability, durability, economy, convenience, versatility, profit of cupidity, curiosity, recreation, hobbies ; Patronage emotional motives are : appearance of the store, recommendation of friends and relatives, imitation, prestige, habit ; Patronage rational motives are : proximity, widest assessment, credit facilities, treatment, services offered.

Characteristics of Buying Motives :

The attributes of buying motives are : (1) They are the inner feelings. (2) They are countless. (3) They are not uncovered. (4) They are not the same for all. (5) They differ in intensity. (6) They influence together.

Importance of Buying Motives :

The significance of buying motives is being supported by the points : (1) They are the basis in product planning and development. (2) They are the determinants of pricing policies. (3) They are helpful in designing promotional policies. (4) They are the planks of distribution policies.

Distinction between Buying Motives and Selling Points :

Clear distinction between these two terms can be drawn on the grounds of (1) meaning, (2) theme, (3) control, (4) priority and (5) coverage.

Buying Motives and Group Influence :

The buying motives are though purely individualistic are influenced by group behaviour as man is not only rational but social animal. These

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groups are : family, reference groups, opinion leaders, social class and caste-culture.

How to Trace Buying Motives ?

The toughest job a salesman to trace a particular buying motive or a set of buying motives of a customer. The standard ways of tracing such buying motives are : (1) Lending the ears and opening the eyes. (2) Using past records and experience. (3) Using firms's advertising. (4) Having direct talks with customers. (5) Sharing ideas with colleagues.

CHAPTER 7 : KNOWLEDGE OF CUSTOMERS

SIZING UP CUSTOMER

What is Sizing up ?

Sizing up a customer is diagnosing a prospect. It is the character detection and analysis. It is the art of tracing the particulars of a customer he meets. It is the psychological investigation so as to talk in a matching way to convert his desire into demand. It is divided into two parts as, "character finding" and "buying policy". "Character finding" is tracing the nature of customer through his individual carriage, clothes, expressions, conversation and actions. The buying policy is to do with the buying peculiarities of a customer such as whether he buys on cash, credit, in bulk or small lots, from only one source or multiple sources, high quality or low quality and so on.

Classification of Customers :

There is no one way of classification. The most common ways of classification are : (1) By temperament, (2) By sex, (3) By age, (4) By area, (5) By purpose, (6) By Number. If we classify by temperament there can be sub groups as : (1) Suspicious type, (2) argumentative type, (3) silent type, (4) Shy type, (5) Impatient type. (6) Friendly type, (7) Sarcastic type, (8) Hesitant type, (9) Concerted type, (10) Ill-mannered type, (11) Bully type, (12) Handicapped type. If we classify by sex there be two types namely : (1) male customers and (2) female customers. If we follow areawise classification, there will be two types namely : (1) urban and (2) rural. If we follow purposewise classification, there will be three possibilities as : (1) industrial buyers, (2) resale buyers and (3) consumer buyers. If we follow numberwise classification there will be two types as: (1) individual and (2) group.

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CHAPTER 8 : PSYCHOLOGY IN SELLING

What is Psychology in Selling ?

Sales take place in the mind of a customer before he expresses his decision to buy openly. A customer just cannot buy, he experiences a need and is converted into want for its satisfaction. Psychology takes a definite logical steps starting from drawing the attention of a prospect and culminating into action finally leading to satisfactions.

Selling as a Buying Process :

Selling is a buying process because, the salesman is the buying agent of a customer and he is going to sell only when the customer buys. Thus, a good salesman's philosophy is not of selling but helping the customer to buy. Salesman prepares the prospect mentally to buy so that he can sell.

Stages in Selling Process :

The psychological process of selling involves certain mental stages which are logical and are between need and satisfaction, the two far ends. These steps are attention, interest, desire, conviction and action.

(i) Attention : The process of converting mind starts with attention. Salesman is to get and hold the attention of his prospect. It is not an easy task, Attention can be got by (1) moving along the current, (2) advertisements, (3) displays, (4) showmanship and appeals.

(ii) Interest : A prospect is said to have interest in the salesman and his product or service when he is willing to hear more and more of his talks. Arousing interest is possible by (1) planned talk (2) demonstration, (3) harping on buying motives.

(iii) Desire : Desire is longing, craving, a hunger for something which is lacking in some-one. Desire is said to be when the prospect feels a need and observes a favourable kinship between the need and a particular product. A desire can be created by : (1) stressing the selling points, (2) suggesting something solid, (3) presenting and demonstrating.

(iv) Conviction : Conviction implies clearing all the possible doubts by convincing the customer. It is said to be established when no doubts remain in the mind of a customer. Convincing is possible through the use of standard methods namely (1) direct denial, (2) indirect denial, (3) compensation, (4) boomrang, (5) question and (6) pass up.

(v) Action : Action stands for the decision behaviour of a prospect which may be positive or negative. Action is fortification of previous

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stage where the prospect comes out with the answer "yes" or 'nay'. Action can be got by further elucidation, reiteration and elaboration of selling points.

CHAPTER 9 : SELLING PROCESS – I

What is a Selling Process ?

Selling process is sequential series of actions taken by the salesman that lead towards a prospect taking a desired action and terminates with a follow-up to ensure purchase and post purchase satisfaction. It is made up of six steps namely, prospecting, preapproach, approach, presentation and demonstration, overcoming objections and the close.

PROSPECTING

What is Prospecting ?

It is the first step in the selling process. It is searching the prospects for the firm's products and service. It is the hunt for needers who are capable of being converted into wanters and wanters into buyers. It is the process of acquiring basic demographic knowledge of potential customers for products and services of the firm, qualifying the potential customer.

Significance of Prospecting :

The importance of prospecting is spelled out by the points : (1) to increase the sales, (2) to replace the lost customers, (3) to keep kicking and alive, (4) to rationalise the approach, (5) to bring together the firm and the buyers, (6) to bolster up sales efforts, (7) to keep constantly before the prospects.

Essentials of a Good Prospect :

Each prospect is not capable of turning to customer because, there may be china eggs or even cold-turkeys. A good prospect is one who has (1) a need, (2) the purchasing power, (3) authority to buy, (4) is approachable, (5) is lucrative.

Methods of Prospecting :

There are good many methods employed in prospecting. However, the most significant one are : (1) Endless-chain method, (2) Centre of influence method, (3) Personal observation method, (4) Spotters method, (5) Cold canvas method, (6) Direct mail and telephone method, (7) Exhibitions and demonstrations, (8) Bird Dog method, (9) Leads from sales managers and (10) Advertisements and advertising agencies.

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CHAPTER 10 : SELLING PROCESS – II

A. PREAPPROACH

What is Approach ?

In fact, it is the first real step. It is a record sound effort to get details regarding the prospect such as his ability, need, authority, accessibility to buy. It is a closer watch by a salesman of prospects' like and dislikes, habits, tastes, financial status, social esteem, marital status, family background and the like. It is a detailed profiling.

The Objectives of Preapproach :

The basic objectives of preapproach are : (1) to provide additional qualifying information, (2) to design an effective approach strategy, (3) to enrich the planning information, (4) to avoid serious errors, (5) to build confidence, (6) to speed up mental process, (7) to conserve the energy and time.

The Extent of Preapproach :

The extent of preapproach varies form case to case depending on the type of product, quantum of sale and the nature of prospects.

What Preapproach includes ?

The detailed information gathered in preapproach differs from sale to sale. If the salesman is selling to an individual his investigation confines to a person. Contrary to this, if the prospect is an organisation, it encompasses multi-dimensional facets.

The sources of Information for Preapproach :

A salesman can fall back on the following sources which are prolific and authentic. (1) Fellow salesmen, (2) Customers, (3) Local newspaper, (4) Special investigators, (5) Sales office, (6) Directories, (7) Observation, (8) The prospect.

B. APPROACH

What is Approach ?

It is meeting the prospect in person by the salesman. It is the second stage of the sales interview where he makes face to face contact with the prospect to understand him better.

The Objectives of Approach :

The fundamental objectives of approach are (1) to help the salesman in impressing the prospect. (2) to amplify the information (3) to convert attention into interest (4) to lead the prospect into sales proposition.

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Gaining the Interview :

It is really very difficult to meet people in person as they are busy or otherwise not interested in sparing their valuable time. Thus, immediate problem is that of gaining the interview. This process of gaining interview is the process of selling. It is actually a selling or making an actual sale. Preparing prospect to hear him—of his products, company and services. Before he presents his idea, he is to book him physically and mentally.

Methods of Gaining Interview :

A speciality or a travelling salesman has at least seven golden methods of gaining interview. These are : (1) Personal call without introduction (2) Personal call with introduction (3) Sending in visiting card (4) Writing for an appointment (5) Use of premiums (6) Telephone appointment (7) Use of sales-letters.

Requisites of a Good Approach :

A good approach is a solid ground for vital success to a salesman. The requisites of a good approach are : (1) Make suitable appointment (2) Time approach (3) Use the business and (4) Look attractive (5) Avoid each dismissal (6) Tender no apology (7) Win undivided attention (8) Focus the attention (9) Remove sales-tension (10) Call back again.

Methods of Approach :

There are good many methods of approaching a prospect. The best one are eleven. These are : (1) Introductory approaach (2) Product approac (3) Benefit approach (4) Curiosity approach (5) Stock approach (6) Showmanship approach (7) Question approach (8) Statement approach (9) Premium approach (10) Survey approach and (11) Complimentary approach.

Approach in Retail Salesmanship :

The story of a retail salesman is different from travelling or speciality salesman. He need not have prospecting and preapproach. He starts straight with approach because, his customers comet him.

A. The Format of Approach :

The format of his approach can be summed in an eight-point formula as : (1) Attract the hesitant customers (2) Welcome with smile (3) Greet the customer (4) Offer a seat (5) Express readiness to serve (6) Avoid too many questions (7) Follow F.A.B. policy (8) Show medium quality products.

B. Problems in Retail Selling :

A retail salesman faces certain specific problems. These are :
(1) The problem of tooken (2) The problem of simultaneous serving
(3) The problem of substitution (4) The problem of selling on phone
(5) The problem of second deal.

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CHAPTER 11 : SELLING PROCESS – III

I. PRESENTATION

What is Presentation ?

Presentation involves showing the prospect how desirable and useful a product would be to him or her, then establishing the value that the product is worth the price and finally stressing the ungency of buying it immediately.

Essentials of a Good Presentation :

A presentation can be called as good if it meets certain essentials. These essentials are : (1) Promptness (2) Clarity (3) Right quality and quantity (4) Demonstration (5) Appealing to the senses (6) Suggesting tests (7) Handling the goods (8) Dramatise the message.

II. DEMONSTRATION

What is Demonstration ?

Demonstration is not a physical manifestation but a psychological tactics of convincing the prospect that the salesman has the best product that fills the need of a prospect. It is way of appealing. It is the intact of proving by tests, experiments and operation.

Significance of Demonstration :

The importance of demonstration lies in the points : (1) It wipes off difference (2) opportunity of proving (3) possibility of sensory selling (4) Reduction in sales-talk (5) facilitates comparision (6) It strengthens sales-talk.

Essentials of Effective Demonstration :

A effective demonstration has certain features which can be called as essentials : These are : (1) It is clear (2) It is complete (3) It gains confidence (4) It eliminates competition.

Forms of Demonstration :

The forms of demonstration are two namely, "demonstration is use" and "demonstration in particular". The first allows the use of product by the prospect as a trial. Demonstration in particular is the task of salesman to test, experiment and operate in presence of prospects.

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CHAPTER 12 : SELLING PROCESS – IV

OVERCOMING OBJECTIONS

What are Objections ?

An objection is the expression of disapproval of an action taken by the salesman. It is an adverse reason or an argument. Objections are those hurdles that arise at any moment of communication between the salesman and the prospect.

Why Objections ?

There can be good many reasons for such consumer or prospect objection to indicate their resistance. The most vivid one are : (1) Partly convinced (2) Humiliating the salesman (3) Lack of purchasing power (4) Product price imbalance (5) Ineffective sales approach (6) Pressure tactics.

"Objections" Versus "Excuses" :

There is vast difference between an "objection" and an "excuse" which is not apparent. Still it is possible to differentiate between them on the grounds of : (1) nature (2) frequency (3) person raising (4) Intentions (5) Solution.

Attitudes of a Salesman :

Salesman's attitude depends on his depth and length of experience. For a beginner, they are stumbling blocks resulting frustrations ; for a seasoned salesman they are source of enjoyment and a challenge that can be easily met.

Types of Objections :

Broadly, these objections can be of four types as (1) Hidden objections (2) Stalling objections (3) No-need object and money objections.

Some Specific Objections :

There can be : (1) "your terms are stringent". (2) It is a poor quality stiff (3) "As I have three month's stock. I do not want now." (4) "I do not have space for new product" (3) "I do not want to change the dealer" (6) "I can not pay now."

Some Specific Excuses :

These can be : (1) "I have no money" (2) "I am to consult home ministry" (3) "I have to look in other shops" (4) "I always buy from my relatives" (5) "I am not interested now" (6) "I am waiting for the latest model".

Procedure for Handling Objections :

Handling objections and overcoming them is an art or a knack.

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Following steps make an acceptable procedure : (1) Understand the objection (2) Cushion the jolt (3) Anticipate objections (4) Prevent Objections (5) Consider objections as opportunities (6) Have positive attitude.

Methods of Handling Objections :

When objections slip off the stage of prevention, they are to be met with. Experts have come out with at least six such methods. These are : (1) Direct denial method (2) Indirect denial method (3) Reverse position method (4) Boomrang method (3) Superior point method and (6) Pass up method.

CHAPTER 13 : SELLING PROCESS – V

THE CLOSE

What is Close ?

Closing is the process of helping the prospect of make a decision that benefits him first than the salesman. Close is the last stage of sales-talk – the end result of salesman's presentation.

Significance of Close :

The importance of a successful close is narrated by the points : (1) It is the test of ability (2) added income (3) a cause of motivation (4) makes him alert.

Why Some Salesmen Fail to Close ?

Some salesmen fail utterly because of (1) fear of failure (2) guilty of sales line (3) spontaneous reply (4) misfits (5) interruptions (6) attitude of let prospect decide (7) lack-lustre.

A Trial Close :

Before he comes to a final close a trial close can be attempted to reduce his sales-talk if he gets buying signals. It saves the time of the prospect and his.

Requisites of Successful Close :

To close successfully and clinch the order, his attempt to close must have certain norms. These are : (1) Maintain positive attitude (2) Capture prospects attention (3) All the prospect to question (4) Let the prospect decide (5) Reserve surprise selling points (6) Read buying signlas (7) Hit at right time.

Methods of Close :

Certain techniques or methods have been evolved by experts to close and win. These are : (1) Assumptive close (2) Alternative

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choice close (3) Complimentary close (4) Summary of benefits close (5) Continuous yes close (6) Minor points close (7) Pros and cons close (8) Standing Room Only close (9) Carrol and stick close (10) Probability close (11) Barrier erection close (12) Tryout close.

The Concluding Routine :

The final result of a close will be either positive or negative. The routine for conclusion differs here. If the response is positive, he supposed to thank, the customer and switchover to other topic of his (customer's) interest. He should never show his victory exuberantly. In case the response is negative, he should not collapse suddenly. He should continue his smile on his face, while departing he is to shake hand and bid good bye with a wish of future meet.

After Sale-Service :

Providing after sale services is very important because, it is one of building reputation and increasing his customers. The secret lies in regular visits and checks to customers of product performance, guidance and so on. He should attend to their complaints soon. He should go away from his line to help them in increasing their sales by giving tips on inventory levels, displays, advertising and so on. He is to maintain friendly positive and cooperative relations.

CHAPTER 14 : SALES ORGANISATION

What is a Sales Organisation ?

It is the part and parcel of the overall organisation structure. Like any other organisation, it is a group of individuals striving jointly to reach certain goals and bearing informal as well as formal relations to one another. It is one that provides structural relations for the direction and control of sales force, sales planning, budgeting and policy-making, coordination of marketing research, advertising, sales-promotion and merchandising and the integration in the marketing program.

Significance of Sales Organisation :

Sales organisation is the hub of sales activities of the firm. The importance of any sales organisation can be seen from the following uses : (1) to plan purchases (2) to create a pattern of demand for the products (3) to handle the orders received (4) to collect the dues (5) to reconcile the complaints (6) to handle the tasks of personnel management.

Types of Sales Organisation :

Broadly, types take four shapes os organisation based on functions, product, consumer and area.

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Departments of the Sales Organisation :

Any standard sales organisation is made up of at least seven departments namely, physical distribution, publicity and sales-promotion, public-relations, personnel, sales statistics and records and credit and collection department.

SALES MANAGER

Who is he ?

He is the head and heart of sales department. He plans, organises, directs coordinates, motivates and controls sales activities.

His position :

He enjoys a unique position unlike other departmental heads as sales are the starting point of any activity in manufacturing or trading unit.

His significance :

His importance cannot be under estimated. He is the guiding and driving force behind the sales organisation and sales organisation, is the engine that pulls the bogies of the rail.

Essential qualities of Efficient Sales Manager :

The qualities required for his success are categorised basically as physical, mental, character and intellectual. The physical qualities are : sound health, vitality and endure psychological traits are : personal magnetism, co-operations, are to inspire, forcefulness, tact ; character traits are : integrity, humanism, self-discipline ; intellectual traits are : mental capacity, sound judgement, receptiveness, ability to teach.

Functions of a Sales Manager :

Though functions differ from unit to unit depending on size and philosophy, the widely accepted functions are : (1) planning the future sales (2) Organising the sales organisation (3) Advising the top management (4) Selection and placement of salesmen (5) Training of sales-force (6) Compensating the sales-force (7) Direction and coordination of sales-force (8) Controlling the sales-force (9) Designing viable policies and strategies (10) Managing, advertising and sales-promotion.

Types of Sales Managers :

Depending on the size of the organisation and the management philosophy, there can be three types of sales managers namely, administrative, operative and administrative-cum-operative.

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CHAPTER 15 : RECRUITMENT AND SELECTION OF SALESMEN

RECRUITMENT

What is it ?

It is a positive process encouraging the eligible candidates to apply for the posts to stand the chance of selection. It is one that builds a reserve force for selection.

Why Recruitment ?

Recruitment is inevitable because the firm is (1) to fill the gaps created (2) to meet the requirements of expansion.

Significance of Recruitment :

The importance cannot be under-estimated. The significance lies is the philosophy. The tenets of such philosophy are : (1) through selection involving high standards of qualifications and using all of the proven methods to choose salesmen and (2) superficial selection with the expectation that a few will become successful in which the hired salesmen agree to work for the compensation offered.

Aspects of Recruitments :

There are three aspects of recruitment namely, job analysis, personnel analysis and tapping the sources available. Job analysis is the study of a salesman is to do ? how he is to do ? under what conditions ? It is to determine duties and responsibilities, the tasks of a salesmen. Personnel analysis speaks of employee specification or man specification. It decides as to what extent a person has a standard quota of quality mix of essential traits.

Tapping the sources—takes us to two types namely, internal and external. The internal sources are : (1) promotions (2) transfers (3) re-employment of former employees. The merits of internal sources are : (1) High employee morale (2) Reduced cost of hiring (3) No training (4) No transitory loss (5) Assured loyalty. The demerits are : (1) Discord (2) A prerogative (3) Inefficiency (4) Misfits. the external sources are : (1) Recommendations (2) Educational institutions (3) Competing units (4) Non-competing units (5) Advertisements (6) Self-offers (7) Employment exchanges (8) Company customers.

SELECTION

What is it ?

It is the process of weeding out the misfits. It is a negative process because, all those are recruited are not selected. It is perfect matching of job specifications with man specifications.

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Significance of sound selection :

The importance is spoken the following self explaining points : (1) It lowers the rate of turnover of sales-force (2) Creeping in of inefficiency (3) Solves sales administration problems (4) The charisma of advertising is lost.

Tenets of sound selection plan :

The essentials are : (1) Consider the requirements of sales job (2) Determine the personal history essential to sales success. (3) Establish a standard of personal qualifications and back-ground for selling. (4) Determine the objectives for the selection of a salesman. (5) Set a policy for selection. (6) Design a complete selection procedure. (7) Consider both the ability and willingness of an applicant. (8) Make selection method practical. (9) Train the personnel to operate the selection plan. (10) Test the selection procedure. (11) Review it periodically.

Methods of selection :

There are two methods namely inductive and deductive. The first, past successful sales traits are identified and seen how for the new entrant has these. The second on bases its calculations on job analysis and decides the standards required and the candidate is measured accordingly.

Selection procedure :

It is a hurdle race and is made up of six steps namely, applications in blank, preliminary interview, references, psychological testing, medical examination and final interview.

CHAPTER 16 : TRAINING OF SALESMEN

What is a sales training ?

It is a basic need. It is the process of perfecting the performance by plugging the gaps in the field of doing a given task. It is an organised activity designed to create a change in the thinking and behaviour of employees. It is the process by which salesmans attitudes, skills and acumen are harnessed for job performance.

Significance of sales training

The significance of scientific and adequate training lies in the following points : (1) better the sales performance (2) provide expert knowledge (3) curb wastage in the unit (4) influence the people favourably (5) improve his earnings (6) sweeten the employer-employee relations.

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Limitations of sales training :

All is not well with sales training. The serious limitations are : (1) It is expensive (2) It is time consuming (3) Its results are intangible and slow (4) It turns spasmodic and conflicting.

Objectives of sales training :

The basic objectives of training are : (1) to acqaint the new recruits with the fundamentals of successful selling (2) to reduce the employee turnover and absenteeism (3) to improve the productivity and proficiency of professional selling (4) to build a reserve-force to replace those who vacate at any moment of time (5) to identify and cull the misfits from the organisation (6) to raise the employee morale for sound men and boss relations.

Areas of sales training :

There are three broad areas of sales training namely sales knowledge, sales skill training and sales attitude training. Sales knowledge training covers knowledge about (1) company (2) products and services (3) his job (4) Advertising and sales-promotion (5) sales-policies (6) customers (7) installation and mechanical service (8) competitors. Sales skill training covers—skills in (1)getting sales interviews, (2) opening the sales interview (3) demonstrating (4) overcoming objections (5) closing the sales. The sales attitude training covers training for (1) physical fitness (2) personal effectiveness (3) improved personal relations.

Methods of training :

These methods can be broadly classified as to two types namely individual and groups. Individual methods are (1) on the job training (2) programmed instruction. The group methods are (1) Lectures (2) Discussions (3) Role-playing (4) Sensitivity training (5) Sales demonstrations.

Evaluation of sales training program :

There should be periodic review of the existing system of sales training arrangement so that the warranted changes can be incorporated and a new method or methods can be devised for better results.

Placement of sales-force :

Placement stands for assignment of duties to the salesmen. Each salesman or salesmen are given a market segment called "Sales territory". Basic objectives of fixing sales territories are : (1) to perform contactual function (2) to compare individual performance (3) to fix the responsibility (4) to minimise sales expenses and (5) to motivate salesman. The factors that determine sales territory are : (1) ability of sales-force (2) nature of sales-efforts (3) sales effectiveness

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(4) sales potential. The factors that determine the size of a sales territory are : (1) potential volume of sales (2) competition in the sales territory (3) demand for the product (4) the type of the product sold (5) economic conditions (6) cost of covering the area (7) the sales-policy (8) the method of distribution (9) the program of sales-promotion and advertising (10) calibre of middlemen (11) ability of the salesmen.

Closely related to "sales territories" are "sales quotas". A sales quota is expected performance expressed in volume or value over a period of time. It is the estimated or predetermined volume or value of sales expected to be achieved by the sales force over a given period of time. Sales quotas are fixed because : (1) they provide quantitative performance standards (2) motivate desired performance (3) get more effective cost control (4) used in sales contests. The factors considered while fixing such quotas are : (1) purchasing power (2) past sales (3) facts and opinions (4) sales policies (5) nature and extent of competition. The requisites of successful quotas system are : (1) they are accurate, fair and attainable (2) they secure and maintain employee acceptance (3) invite employee participation in quota selling (4) keeps informed the sales-force of their attainment (5) they provide continuous managerial control.

The methods of selling sales quotas are : (1) guess work method (2) composite method and (3) performance method. The merits of quota system are (1) adjustment of sales and output (2) appraisal of sales performance (3) sizing up of market areas (4) useful in sales contests (5) they act as motivators (6) maximisation of sales and profits the demerits are : (1) danger of increased bad-debts (2) possibility of ineffectiveness (3) apple of discord (4) problem of quota monitoring (5) warrants huge finance.

CHAPTER 17 : REMUNERATION OF SALESMEN

What is Compensation ?

Compensation stands for the monetary and non-monetary reward given by the firm to its sales-force in return for the services rendered. Though it means contractual payment, there can be non-contractual and ad-hoc payment.

Significance of sound compensation :

Each firm is to pay well its employees because (1) that attracts best salesmen (2) keeps sales-force contented (3) guarantees longing loyalty (4) sweetens and cements employer employee relations.

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Requirements of a sound compensation plan :

In a sense, no compensation plan is fool-proof and is likely to be disliked by some. However, certain minimum needs made it quite sound and acceptable. These requisites are : (1) it is simple (2) it is adequate (3) it is flexible (4) it is fair and equitable (5) it is economical (6) it is easy to administer (7) it is incentive oriented (8) it is timely.

Compensation level :

Compensation level is the level that lies between employer and employee expectations. That is, between what the employer wants to pay and what the employee wants to be paid. The factors that govern such level are : (1) sales competence (2) extent of advertising (3) the degree of training (4) financial viability (5) bargaining power (6) method of compensation.

Methods of compensation :

There are three basic methods of paying salesmen namely salary, commission and salary and commission.

Straight salary method :

It pays employee on the basis of time spent rather than on work turned out. That is, sales-turnover is not the consideration. **The merits of this method are :** (1) It is simple to understand and easy to calculate (2) It is flexible and adjustable to the changing situations (3) It provides financial security (4) Better service to the customers as the sales is not to hurry up (5) Exercise of better control over sales force. **The demerits are :** (1) It fails to distinguish between efficient and inefficient (2) No direct relationship between the costs and the revenue (3) No motivation (4) Difficulty in fixing remuneration.

Straight commission method :

It pays be results than by time. It is one that believes in productivity. **The merits are :** (1) It distinguishes between efficient and inefficient (2) There is direct relationship between costs and revenues (3) It is elastic (4) It attracts high calibre salesmen (5) It is simple to understand and easy to calculate. **The demerits are :** (1) uncertainty of earnings (2) There is danger to bad-debts (3) It poses problems out of lack of control over sales-force (4) Ups and downs in earnings are common.

Salary plus commission method :

This is an attempt to hybridise the pure systems of payment by time and results. It reduces the demerits of one another as it draws best out of the two.

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There can be two variations of this method namely (1) drawing account and commission method and (2) salary, expense and commision method.

Bonus Methods :

A bonus is a sum paid for extra effort or merit or for results beyond normal expectations. It is a non-contractual payment. It is a fixed percentage of volume, profit or expense over a pre-determined quota. In fact, bonus is not a method of compensation because it is used in conjunction with other methods. The variations are (*a*) Salary and bonus method (*b*) Salary, bonus and commission method.

CHAPTER 18 : MOTIVATING SALESMEN

What is Sales-Force Motivation ?

Motivation is a psychological set of forces influencing the behaviour of an individual. Sales-force Motivation is linked with will to work. It is the act of changing the psychology of a salesman to make him to work better ; it is the task of intensifying the desire to work at one's highest pitch, it is to encourage, stimulate, elevate to lift up productivity. Motivation seeks to know, understand, analyse and bring into play motives behind salesman's actions.

What Motivates Sales-force ?

Certain factors account for stimulating for inspiring the human performance and contribution. Among other things, these factors are : (1) Recognition and praise (2) Fair pay-packet (3) Good working conditions (4) Opportunity for advancement (5) Good supervision and leadership (6) Opportunity for self- expression (7) Social acceptance (8) Job security (9) Desire to excel (10) Pride in selling.

Methods of Motivation :

The methods can be of two types—individual and group. Individual methods are : (1) Personal conference (2) Personal correspondence. Group methods are : (1) Conventions and conferences (2) Periodicals and publications (3) Book-lets and hand-books (4) Potion pictures (5) Sales contests (6) Participation programmes (7) Suggestion System (8) Financial security programs.

CHAPTER 19 : CONTROLLING SALESMEN

What is Sales-Force Control ?

Sales-Force control or performance appraisal or supervision means

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appraisal of past performance or happenings. Control consists of four components namely (1) establishing standards or measures for performance (2) measuring and recording of actual performance (3) Comparing actuals with the planned measures to find out the deviations if any and (4) taking corrective action to set right the derailment, if need there be. It is that act of checking, verifying whether everything occurs in confirmity with the charted course.

Significance of Sale-Force Control :

The most important considerations that encourage sales-force control are : (1) to bring about improvement in selling methods (2) to determine salesman's worth (3) to operate effectively the compensation plans (4) to improve sales performance (5) to improve the quality of supervision (6) to sweeten the relations at higher levels.

Methods of Performance Appraisal :

These can be two types as qualitative and quantitative. The qualitative methods are : (1) personal observation by the sales executives (2) merit rating (3) customer opinion of salesmen. The quantitative methods are (1) Analysis of sales records and reports. (2) Comparison of salesman's performance with quotas (3) Ratio analysis (4) Profit and loss statement analysis.

CHAPTER 20 : SALES PROMOTION

What is Sales-Promotion ?

The phrase 'sales-promotion' signifies all those activities that supplement, coordinate and make more effective the efforts of personal selling, advertising and distributors to increase the sales and stimulate the consumers in buying more.

Sales Promotion Objectives :

The specific objectives of sales-promotion can be (1) to stimulate enquiries (2) to increase product trials (3) to encourage repurchases (4) to build traffic (5) to encourage inventory building (6) to get dealer promotional assistance.

Role and Limitations :

Role :

The role can be seen from the angles of manufacturers, middlemen and consumers. **The benefits to manufacturers are :** (1) It creates new customers (2) It retains the existig customers (3) It combats competition (4) It woos middlemen (5) It slashes down the costs. **The benefits to middlemen are :** (1) It multiplies sales 92) It reduces

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strain (3) It builds store image (4) It likes earnings (5) It grants personal benefits. **The benefits to consumers are :** (1) It supplies information (2) It improves standard of living (3) It grants incentives (4) It builds loyalty (5) It gives better value for money.

Limitations :

Sales promotion is known for short-term and quick results. Hence, it suffers from limitation, such as : (1) It is a short-term device (2) It is dependent technique (3) It damages the brand image (4) It is undervalued by experts.

Tools of Sales-Promotion :

The tools of sales-promotion are trident or three- pronged – **delaer, consumer and salesmen.** Dealer promotions include – (*i*) delare loaders, (*ii*) dealer coupons and (*iii*) Point of purchase promotion. The dealer loaders include : (*a*) merchandise deal (*b*) price deals (*c*) gift novelties. The dealer coupons include coupon plans. The point of purchase promotion include : (*a*) dealer stock display contests, (*b*) dealer sales contest. **Consumer promotions are comprised of two types namely** (*i*) Direct consumer offers and (*ii*) conditional offers. Direct consumer offers are : (*a*) off the pack premiums (*b*) banded premium offer (*c*) in pack offers (*d*) contaiber premium offer (*e*) price deals (6) quantity deals. The conditional offers include : (*a*) coupon premium plan (*b*) self-liquidating offer (*c*) referal premium plans (*d*) consumer contests. **The sales force promotions include :** (1) bomest sales-force (2) sales contest (3) sales meetings, conventions and conferences.

Selecting Appropriate Sales Promotion Tool :

To select the best alternative, one should answer the following six questions (1) Who is going to buy the product ? (2) Who influences the purchase of product ? (3) Who uses the product ? (4) How much of a product is bought at a time ? (5) Where is the product purchased ? (6) How often is the product purchased ?

Implementing the Sales-promotion Programme :

Pre-testing of program is a welcome step so that the selling house knows whether dealers, consumers and salesmen are happy with it. Pre-testing is possible through methods of voting area test, store panel and consumer panel. Similarly post-testing can be undertaken to bring about change in future programmes.

CHAPTER 21 : ADVERTISING – I

What is Advertising ?

It has two broad connotations namely 'micro' and 'macro'. As a

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'micro' concept, it signifies the managerial function of any organisation intending to send the information to the other members of the society. As a 'macro concept, it represents the entire advertising industry and is an indispensable social and business institution. It consists of all those activities involved in presenting to the target market an oral, a verbal or a visual, non-personal, openly sponsored paid message related to a product, service or an idea.

Characteristics :

Any activity to be called as advertising should fulfil certain conditions. These conditions act as specific features : (1) It is non-personal (2) It is informative (3) It is persuasive (4) It has identified sponsor.

ADVERTISING DISTINGUISHED

I. Advertising and Publicity

Advertising	*Publicity*
1. It is commercial in its nature.	1. It may or may not be commercial in nature.
2. It is always paid for.	2. It may or may not be paid for.
3. Sponsor controls the message.	3. Media controls the message
4. It commands less or no respect.	4. It commands full respect.
5. The sponsor is always known.	5. The sponsor may or may not be known.
6. If message is ignored it is the advertiser suffers.	6. If message is ignored it is the general public suffers.
7. All advertising is publicity.	7. All publicity is not advertising.

II. Advertising and Propaganda

Advertising	*Propaganda*
1. Message is commercial.	1. The message is not commercial
2. It does not poison the mind of others.	2. It poisons the minds of others.
3. The identity of a sponsor is known.	3. The identity of a sponsor is not known.
4. It makes difference between people.	4. It does not make difference except say age.

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5. The claims of an advertiser can be easily tested.	5. The claims of a propagandist cannot be tested easily.
6. All advertising is propaganda.	6. All propaganda is not advertising.

III. Advertising and Sales-promotion

Advertising	*Sales-promotion*
1. It provides general inducement to change attitude.	1. It provides specific inducement change to action.
2. Advertising has long-term and short term aims to achieve.	2. Sales-promotion has only short-term goals to achieve.
3. The media of advertising are indoor – outdoor – direct and display.	3. The media of sales promotion are contests, premium, prizes, stampings, special schemes.
4. Advertising is more pronounced in pre-and post-transition phases.	4. Sales promotion being a transition phase, is close to selling than advertising.
5. Its effects are both repetitive and frequent as it is long-term and cumulative.	5. Its effects not repetitive and frequent as it is short- term and non-cumulative

Role and Limitations of Advertising :

Role :

The role can be seen from the angles of manufacturers, middlemen sales-force consumers and the society. **The manufacturers stand to benefit as to :**(1) it creates and stabilizes the sales turnover (2) It maintains the existing markets and explores the new (3) It controls product prices. **The benefits to middlemen are :** (1) It guarantees quick sales (2) It acts as a salesman (3) It makes possible retail price maintenance. **The sales- force gets the benefits namely :**, (1) It creates colourful background (2) It reduces his burden of job (3) It instills self-confidence. **The benefits to conssumers are :** (1) It is a driving force for decision-making (2) It ensures better quality products at reasonable rates (3) It saves good deal of time. **The benefits to society, in general, are :** (1) It uplifts the living standards (2) It generates gainful employment opportunities (3) It provides new horizons of knowledge (4) It uplifts the culture of a nation.

Limitations :

The limitations of advertising are : (1) It has limited capacity

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(2) Advertisements are rigid (3) The advertisements are unbelievable conditional advertisability.

In spite its limitations, advertising is strongly supported on the following grounds : (1) It reduces costs and prices (2) It guides consumers (3) It adds value of products and services (4) It encourages competiton (5) It generates gainful (6) It supports, transmits and transforms culture (7) It stimulates thought and action.

CHAPTER 22 : ADVERTISING – II

What is an advertising media ?

An advertising medium is the carrier or the mechanism to move the message from sender to the receiver. It is the connecting like between the advertiser and the audience. These media are basically classified into four categories as – INDOOR – OUTDOOR – DIRECT and DISPLAY. Each medium has sub carriers called vehicles. Indoor medium is made up of vehicles like press, radio, T.V., film and video. Outdoor medium is made up of posters, painted displays, travelling displays electric signs, sky-writing, and sand wichmen. Direct medium comprises of envelop enclosures, broad-sides, booklets and catalogues, sales letters, gift novelties, store publications and package inserts. The display medium is made up of displays, show-rooms and show-cases, exhibitions and trade fairs.

A. INDOOR MEDIUM

1. Newspapers :

It is the backbone of modern advertising, provides maximum space and expected coverage of local, regional and national level. These classed on the basis of circulation, subjects and frequency. **The merits are :** (1) It has wide coverage (2) It has quick response (3) It is regular and frequent (4) It is speedy and flexible (5) It is economical. **The demerits are :** (1) It has shortest life (2) It lacks quality reproduction (3) It has waste in circulation. (4) It has possible duplication.

Criteria for Selecting a Newspaper :

The factors to be taken while selecting a newspaper for advertising purpose are : (1) Circulation (2) The ad rates (3) The newspaper policy (4) space available (5) Language of the paper (6) Colour ads (7) Time of issue (8) Type of readers.

2. Magazines :

It is one of the oldest media. The periodicity varies for a week to a year. Classification done on coverages, subjects and periodicity.

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The mertis are : (1) It has longer life, (2) It has visual display (3) It has selectivity (4) It enjoys loyalty and prestige (5) It is known for geographic flexibility. **The demerits are :** (1) It is inflexible (2) It has wastage in circulation (3) It works costlier (4) It has restricted frequency.

Distinction between "Newspapers" and "Magazines"

Newspapers	*Magazines*
1. It has shortest life.	1. It enjoys pretty longer life.
2. It enjoys high social acceptance as a necessity.	2. It is not accepted by society as a necessity.
3. It is suitable for certain types of ads like industrial products, agricultural and consumer non-durables.	3. It is more suitable for advertising consumer durables, industrial products and institutional advertising.
4. They enjoy frequency and regularity.	4. They do not have frequency and regularity.
5. The ads are mostly black and white. Even if in colour the reproduction is not superior.	5. The ads are mostly in colour. Even if they are black – the reproduction is best.
6. It is good for short copies.	6. It is apt for detailed copies.
7. Its supremacy has not been reduced by even arrival of T.V. and media.	7. Its supremacy is at stake as colour transmission has come on T.V. and video.

3. Radio :

It is a word of mouth advertising on a wholesale scale. It appeals through sound. Inspite of audio visuals like T.V. films and videos, its importance has not faded. **The merits are :** (1) It has a human touch (2) It has selectivity (3) It enjoys flexibility and timing (4) It has mass coverage **The demerits are :** (1) There is message perishability (2) It lacks illustration (3) It offers limited time (4) wastage is inherent.

4. Television :

It is the gift of current century and has the glamour of specialities of sound, vision, colour and motion. **The merits of this latest medium are :** (1) It creates deep impact (2) It is selective and flexible (3) It is a mass communication medium (4) It has upper hand in distribution (5) It brings life like presentation. **The demerits are :** (1) It suffers a short life (2) It is costlier (3) There is clutter problem (4) It is time-taking.

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Cinema :

Film or cinema advertising has been there since 1930. It has the features of sound, motion, colour, light and vision on a large screen. It consists of film shooting and exhibition. **The merits are :** Dramatic impact is felt. (2) It is selecting and flexible. (3) It is known for mass publicity (4) There is least waste (5) It is supplementary. **The demerits are :** (1) It is costlier (2) Problem of interjection (3) It has limited coverage (4) There is clutter problem.

Video :

It is the fastest growing medium. The speciality that ads are part of main film shown simultaneously. **The merits are :** (1) It is very economical (2) It has better selectivity and flexibility (3) The capture rural markets (4) Facility of message stay and repetition (5) Deeper impact. **The demerits are :** (1) It has short life (2) Problem of forwarding (3) Interjection and boredom. (4) Poor quality presentation.

B. OUTDOOR MEDIUM

The outdoor medium is the oldest and is known as 'position' or 'mutual' advertising medium. It has its vehicles – posters – painted displays – electric signs – travelling displays – sky writing – sandwichmen. **The merits of** outdoor medium vehicles in common are : (1) It has wider and deeper appeal (2) Greater flexibility to its credit. (3) It is economical (4) It is accommodative (5) It helps in beautification. **The demerits are :** (1) It is more a reminder publicity. (2) It is blamed for uglification. (3) Heavy investment. (4) Its impact cannot be measured.

C. DIRECT ADVERTISING MEDIUM

It is also oldest where message reaches the person direct or pesonally or through mail. It is individualist than mass. The vehicles are : post cards, envelop enclosures, broad-sides, book-lets, catalogues, sales letters, gift- novelties, store publications, package inserts, and samples. **The merits are :** (1) They are highly selective (2) It has flexibility. (3) It has personal touch (4) It creates deeper impact (5) Its results are measurable. **The demerits are :** (1) It suffers from high cost (2) It has low reader interest (3) It warrants a specialized skill (4) It has limited span.

D. DISPLAY MEDIUM

Display medium is known as point of purchase advertising. Like outdoor advertising, it is also the oldest. The vehicles are displays, show-rooms and show-cases and exhibitions and trade fairs.

1. Displays :

Displays can be of two major types namely 'window' and 'counter'.

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Window display welcomes the prospects and counter display covnerts desire into action. **The merits of window display are :** (1) Point of purchase impact. (2) Colourful and life-size presentation (3) It acts as a beauty mask. **The merits of counter display are :** (1) It makes easy location of products (2) It prompts impulse buying (3) It develops consumer loyalty. **The problems of display advertising in common are :** (1) creativity (2) placement (3) wastage.

2. Showrooms and show-cases :

Show-rooms and show-cases have their unique position in advertising because sale by inspection still holds goods. **The merits of show-rooms and show cases are :** (1) They provide place for getting orders (2) They act as training ground (3) They provide centre for after sale-services.

3. Exhibitions and Trade Fairs :

Exhibition is a congregation of manufacturer, dealers and prospects for the purpose of display, demonstration and sale. Trade fair is more entertaintment oriented. These can be local, regioal and national, international. **The merits are :** (1) They provide display and demonstration (2) They create deeper impact(3) They develop ready market. **The specific problems are** (1) They involve high cost (2) They create unwieldy management problems.

CHOICE OF AN ADVERTISING MEDIA

Selection of a particular medium or media is an individual problem and decision. What is good for one need not be good for another as types of products handled differ, markets enjoyed differ, management philosophies differ, financial viability differs and so on. However, the most common factors that deserve due consideration are : (1) Nature of the product (2) Market potentiality (3) Type of distribution strategy (4) Advertising objectives (5) Type of selling message (6) Budget available (7) Competitive advertising (8) Media availability (9) Media characteristics such as – coverage, reach cost, consumer confidence and frequency.

To conclude, the advertiser is to take into account all these nine factors together rather than isolation each factor, for the best results.

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Questions Based on Previous Question Papers

CHAPTER-ONE : INTRODUCTORY

I. ANSWER IN NOT MORE THAN TWO SENTENCES EACH

1. What is Salesmanship ?
2. Creation of Customer (What is) ?
3. Why salesmanship prefers service to greed ?
4. What is mutual gain ?
5. What is highaggling ?
6. What is meant by 'customer is always right' ?
7. What is feedback ?
8. What is consumer loyalty ?
9. What are "market conditions" ?
10. What are "product conditions" ?
11. What are "consumer conditions" ?
12. What are "company conditions" ?
13. What is 'love for salesmanship' ?
14. What do you mean by "industriousness" ?
15. What is "optimistic approach" ?
16. What is "care for time" ?
17. What is "good listening" ?
18. What is "service orientation" ?
19. What is "leading the ears" ?
20. What is "hunting stage" ?
21. What is "stage of pedlership" ?
22. What is stage of "chapan ship" ?
23. What is "stage of shopkeeper" ?
24. What is "stage of commercial adventure" ?
25. What is "stage of merchant adventure" ?
26. What is "stage of commercial craftman" ?
27. What is "stage of Bagman" ?
28. What is Commercial honesty ?
29. What is "assortment" ?

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30. What is a "science" ?
31. What is an "art" ?

II. SHORT NOTES :

1. Salesmanship.
2. Creative salesmanship ?
3. Characteristics of salesmanship.
4. Essentials of good salesmanship.
5. Merits of personal selling.
6. Demerits of personal selling.
7. Relevance of personal selling.
8. Secrets of success in selling.
9. Evolution of salesmanship.
10. Olden salesmanship.
11. Modern salesmanship.
12. Salesmanship as an art.
13. Salesmanship as a science.
14. Salesmanship as a profession.
15. Scope of salesmanship.

III. ESSAY TYPE QUESTIONS :

1. What is salesmanship ? What are the attributes of good salesmanship ?
2. "Salesmanship is the wit act of persuation". Discuss.
3. "Selling is the transfer of goods and services that do not come back to customers who do come back"-? Do you agree ? Then explain.
4. What is salesmanship ? What are the essentials of good salesmanship ?
5. What is salesmanship ? What are its merits and limitations ?
6. What is relevance of personal selling ? What relevant points act taken in to account.
7. What are the secrets of succes of sales line ?
8. Trace the origin and evolution of salesmanship.
9. How do you distinguish between 'old' and 'modern' concept of salesmanship ?
10. What is the salesmanship ? What is its exact nature ?
11. "Salesmen are made but not born" ? Do you agree ?
12. "Salesmen are born but not made" ? Do you agree ?
13. "Salesmen are both born and made" ? Do you agree ?
14. Is salesmanship an art ? Or science ? Or both ?
15. Salesmanship-can it be called as a profession ?

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16. What is salesmanship ? What is its scope ?
17. What is salesmanship ? Discuss its gamut (scope).
18. What salesmanship ? Enumerate its scope.
19. Define "salesmanship" ? Bring home its exact nature.
20. What do you mean by "salesmanship" ? What role is played by persuation is selling ?

IV. OBJECTIVE TYPE QUESTIONS :

A. Fill in the Blanks :

1. Salesmanship is the art and science of ..... the clientele.
2. Salesmanship is the ..... to handle the people.
3. Salesmanship is an act of .....
4. A creative salesman is a ..... observer.
5. There are at least ..... attributes of salesmanship.
6. The essentials of salesmanship are in all .....
7. Salesmen are .....
8. Salesmen are .....
9. Salesmen are ..... and .....
10. Salesmanship is an .....
11. Salesmanship is a .....
12. Salesmanship is both an ..... and a .....
13. Salesmanship is a .....
14. There are at least ..... merits of personal selling.
15. There are at least ..... limitations of personal selling.

B. State whether the statements are 'false' or 'true'.

1. Salesmanship is the wit act of losing the customers.
2. Creative salesman gets back the customer and not goods sold.
3. All salesmen are not born and all salesmen are not made.
4. Salesmen are both born and made.
5. Salesmanship is oral presentations.
6. It is the inability to persuade the people.
7. Salesmanship creates customers who are satisfied.
8. Salesmanship prefers "greed" to "service."
9. Salesmanship works for mutual gain.
10. Good salesmanhip increases highaging.
11. True symbol and slogan of salesmanship is "Customer is always right."
12. Salesmanship is "word of month advertising."
13. Salesmanship is expensive but effective.
14. Salesmanship has no administrative problems.

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15. The conditions forming salesmanship are called as relevance of salesmanship.
16. Industriousners is one of the secrets of selling successfully.

C. Select the right word or words given is bracket

1. Industrial Revolution took place is latter half of ..... and first half of ..... century.
(17th and 18th, 18th and 19th ; 19th and 20th)
2. Salesmanship is the wit act of .....
(Compelling, impelling, propelling, persuading)
3. Presentation is one of the ..... of salesmanship
(Characteristics, merits, aims, demerits)
4. Avoiding highagling is one of ..... salesmanship.
(essentials, requisites, elements, aims)
5. Salesmanship has the merit of .....
(minimum wastage, maximum gain, maximum self satisfaction)
6. Salesmanship is blamed for its being very .....
(economical, costly, unproductive)
7. Market is one of the relevant factor of .....
(irrelevance, relevance, incongruity)
8. Knowledgeability is one of the ..... of successful selling
(secrets, open secrets, top secrets, conceals)
9. Salesmanship is as old as .....
(animal civilization, human civilization, evolution, revolution).
10. The town salesmanship is associated with .....
(19th century, 20th century, 18th century)
11. Hunting stage is the ..... stage in its evolution.
(last, 3rd, 5th, 1st)
12. The stages of evolution of salesmanship can be divided in to ..... stages (6, 7, 8, 5, 9)
13. Salesmanship was considered as a low grade activity ..... concept (old, new, modern, neither old or new)
14. 'Commercial honesty' is the mark of ..... concept of sales manship (modern, old, pretty old)
15. Salesmanship is both .....
(art and science, art and profession science and profession)

D. Match the following :

A	B
1. Salesmanship is	1. one of the essentials of salesmanship.
2. Ability to persuade is	2. 2nd stage in evolution of salesmanship.

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3. 'Customers is always right".	3. of salesmanship relevance.
4. Company is one of the points	4. one of the outstanding attributes of salesmanship.
5. Chapmanship is the	5. art and science of persuasion.
	6. 3rd stage in the evolution of salesmanship.

—o—o—

CHAPTER TWO : DISTRIBUTION

I. WRITE ANSWER IN NOT MORE THAN TWO SENTENCES :

1. What is 'distribution' ?
2. Economies of large scale production.
3. Human wants are satisfied.
4. Price stabilization.
5. Fighting varies of shortages.
6. As a source of employment.
7. As an agent of change.
8. Direct distributors.
9. Forms of direct selling.
10. Selling through own shops
11. Selling through post.
12. House to house selling
13. Mechanical vending
14. Indirect distribution system.
15. Selling through wholesalers.
16. Selling through retaliers.
17. Sale through departmental stores.
18. Sales through chain shops.
19. Wholesalers' salesmen.
20. Retailer's salesmen
21. Place of salesman in the distributions system.
22. Agent middlemen
23. Merchant middlemen.
24. Marketing channel
25. Mass production
26. Mass distribution

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27. Personal touch
28. Effective publicity
29. Competitive advantage
30. Cash terms.

II. SHORT NOTES :

1. Distribution.
2. Direct distribution.
3. Indirect distribution.
4. Significance of distribution.
5. Cash dealings.
6. Selling through own shops.
7. Mail order selling
8. House to house selling.
9. Mechanical vending
10. Selling through wholesaler
11. Selling through retailer
12. Sale through departmental stores
13. Sale through class shops
14. Wholesalers salesmen
15. Retailers salesmen

III. ESSAY TYPE QUESTIONS :

1. What is distribution ? What is its significance ?
2. What do you mean by direct distribution systems ? Discuss merits and demerits ?
3. What is direct distribution ? Discuss different forms of direct selling.
4. What is indirect distributions system ? Narrate the different forms of it.
5. Discuss in detail the place of salesman in the distribution system.
6. What is distribution ? How do you select the method of distribution ?
7. What is a distribution method ? What factors govern the selections of a particular method ?
8. What do you mean by selling through own shops ? Discuss the relative merits and demerits.
9. What is selling through post ? What merits and demerits it has ?
10. What is house to house selling ? Enumerate relative merits and demerits.
11. What is mechanical vending ? What are its relative merits and demerits ?

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12. What are the functions and services of wholesalers through wholesaler selling ?
13. What are the services of wholesalers to manufacturers.
14. What are the functions and services of retailers through retail selling.
15. What are the services of retailers to manufacturers and wholesalers.
16. What services are renderding retailers to consumers.
17. What are departmental stores ? What are the relative merits and demerits ?
18. What are class stores ? Narrate relative merits and demerits ?

IV. OBJECTIVE TYPE QUESTIONS :

A. Fill in the blanks :

1. Distributions is the ..... part of production.
2. A channel of distribution is a ..... in the transfer of title of goods.
3. Human life is patent example of .....
4. Distribution creates utilities of ..... and .....
5. Distribution is an ..... of change.
6. Direct distribution is a direct ..... or ..... between the procedure and consumers.
7. Consumer wholesalers can not be sold directly at ..... cost.
8. Selling through ownshops is a form of ..... distribution.
9. Selling through post is a ..... form of distribution.
10. House to house selling is ..... form of distribution.
11. Mechanical vending is ..... form of distribution.
12. Selling through wholesalers is ..... form of distribution.
13. Selling through retailers is ..... form of distribution.
14. Sale through departmental store is a ..... form of distribution.
15. The nature of product is one of the ..... of distribution method.

B. State whether the following statements are "False" or "True".

1. Customs and traditions determine the method of distribution among other factors.
2. The profit margin is one of the factors that determines the method of distribution.
3. Distribution does not generate gainful employment opportunities.
4. Distribution improves standard of living of people.
5. Distribution is an agent of intelligent service.
6. Departmental store is a store that sells Airplane to Zip under single roof.

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7. Departmental stores have different tooks and advertising policies in different areas.
8. Retailer is the last link in the distribution chain.
9. Wholesaler is the first link between the producers and consumers.
10. Mechanical vending can not be totally done by machine.
11. House to house selling is also called as door to door selling.
12. The greatest advantage of selling through own shops is to know the customer deeply.
13. Distribution brings about economies of large-scale production.
14. Good distribution brings about stability of prices.
15. Shortages and droughts are fought by effective distribution system.
16. Distribution acts as a feedback to bring about change in production.

C. Select right word a words from brackets

1. Distribution is the ..... of production.
(Support part, depositive part, counter past)
2. Distribution creates ..... and ..... utilities.
(form, place and time ; place, time and ownshop utility, lime, price and percentive utility)
3. Large scale production should be followed by ..... distribution.
(Small scale, medium scale, large-scale).
4. Through distribution human wants are .....
(dissatisfied, not satisfied, satisfied).
5. Distribution is a ..... source of employment.
(major, minor, medium)
6. Distribution is an ..... of change.
(principal, intermediary, agent)
7. Direct link between producers and consumers is called .....
(Indirect distribution system ; direct distribution system ; neutral distribution system)
8. Selling through own shop is ..... distribution
(indirect form of ; direct form of ; neutral form of)
9. Selling through post is ..... distribution system
(direct form of ; indirect form of ; none of these)
10. House to house selling is also knolwn as ..... selling
(door to door ; person to person ; visit to visit)
11. Mechanical rending needs ..... heavy investment
(a, no, so)
12. Selling through departmental stores is ..... selling
(direct form ; indirect form ; neutral form)

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13. Sale through chain stores is specialised in selling ..... range of goods. (only one, all type, a wide, a narrow)
14. Salesman is the ..... of business (spearhead, speartail, spear band)
15. Salesman is responsible for ..... the standard of living (improving, spoiling, maintaining, extending)

D. Match the following :

A	B
1. Nature of product and profit margin.	1. last link is the chain of distribution.
2. Salesman is the	2. mechanical vending.
3. Departmental stores.	3. first link is the chain of distribution.
4. Retailer is the	4. "Bon March" and "Spencers"
5. Pop Corn, coffee, papers, ice cream cups and cones	5. Spearhead of business
	6. Determine the method of distribution.

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CHAPTER THREE : SELLING JOBS AND SALESMANSHIP

I. VERY SHORT ANSWER QUESTIONS (NOT MORE THAN TWO SENTENCES)

1. Who is creative salesman ?
2. Who is competitive salesman ?
3. Who is counter salesman ?
4. Who is trading salesmen ?
5. What is sales career ?
6. Who is pioneer salesman ?
7. Who is dealer service salesman ?
8. Who is merchandising salesman ?
9. Who is wholesaler's salesman ?
10. Who is retailers 'salesman' ?
11. Who is a staple salesman ?
12. Who is a specially salesman ?
13. Who is house to house salesman ?

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14. Who is a missionary salesman ?
15. Who is a service salesman ?
19. Who is exporter's salesman ?
20. Who is self employed salesman ?
21. Who is wage employed salesman ?
22. What creative salesman does ?
23. What competitive salesman does ?
24. What counter salesman does ?
25. What travelling salesman does ?
26. What missionary salesman does ?
27. What pioneer salesman does ?
28. What staple salesman does ?
29. What house to house salesman does ?
30. What exporters's salesman does ?

II. WRITE SHORT NOTES ON :

1. Selling as a career
2. Self-employed salesman
3. Wage employed salesman
4. Creative salesmanship
5. Competitive salesmanship
6. Counter salesman
7. Travelling salesman
8. Quantities of counter salesman
9. Quantities of travelling salesman
10. Characteristics of staple salesman
11. Essential qualities of staple salesman
12. Qualities of speciality salesman
13. Characteristics of self employed salesman
14. Services of self-employed salesman
15. Wage employed salesman and their features.

III. ESSAY TYPE QUESTIONS

1. Who is a 'creative' salesman ? How he differs from that of 'competitive' salesman.
2. Clearly distinguish between 'creative' and 'competitive' salesman.
3. Who is a 'counter' salesman ? How he differs from 'travelling' salesman.
4. Clearly distinguish between "counter" and "travelling" salesman.

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5. Discuss selling as a career and narrate different types of salesmen.
6. Explain the outstanding attributes and essential qualities for success in case of counter salesman.
7. Elucidate outstanding attributes and essential qualities for success in case of travelling salesman.
8. Discuss the essential features and qualities for success in case of 'staple' salesman.
9. Discuss the essential features and qualities for success in case of "speciatity" salesman.
10. Explain the essential features of "self employed" salesman and his services.
11. Explain the services rendered by 'self employed' salesman in detail.

IV. OBJECTIVE TYPE QUESTIONS :

A. Fill in the blanks

1. ..... is a self employed salesman
2. ..... is a wage employed salesman
3. Service salesman specialises in selling .....
4. ..... an important link between exporting factory and the importer.
5. ..... salesman is known as pedler and hanger.
6. ..... salesman creates new customers and new sales territories.
7. Speciality salesman specialises in selling ..... goods.
8. ..... salesman who deals in consumer non durables.
9. Outdoor salesman is also called as ..... salesman.
10. Retailers salesmen are both ..... and ..... salesman.
11. Wholesaler's salesmen not mere book orders but act as ..... between wholers and .....
12. Dealer service salesmen are also called as .....
13. 'Sales promoters' is another name for ..... salesmen.
14. Travelling salesmanship is basically ..... salesmanship.
15. Competitive salesman competes away his competitons .....
16. Creative salesman creates .....
17. Pioneer, dealer service and merchandising salesmen are ..... salesmen.
18. Counter and travelling between are ..... salesmen.

B. State whether the statements are 'True' or 'False'.

1. There can not be water tight compartment between creative and competitive salesmen.

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2. Creative salesmen converts "needs" in to wants.
3. Creative salesmanship goes in tune with selling psychology.
4. Competitive salesmanship is one that exceeds his rivals.
5. Creative selling emphasized satisfaction and service.
6. Competitive selling emphasizes immediate sales with price appeal.
7. Counter salesmanship is derived from the word "counter".
8. Travelling salesmanship is indoor selling.
9. "Distribution getting' representatives are piooner salesmen.
10. Dealer service salesmen are 'order collectors' or 'order taken."
11. Merchandising salesmen are "sales promoters" and "dealers."
12. Staple salesmen deal in consumes durables or white goods.
13. Speciality salesmen deal in consumer non durable goods.
14. 'Pedlers' and hawkers are house to house salesmen.
15. Self employed salesmen are men of guts and strong courage.

C. Select the right word or words given in brackets

1. Salesmanship as a profession of persuasion can be classed into two classes as ..... and .....
(creative and competitive, creative and destructive ; counter and travelling)
2. Basically salesmanship is ..... and .....
(educative and service oriented ; needs and wants ; constructive and maintaining)
3. Competitive salesmanship more emphasizes ..... than .....
(price – satisfaction ; satisfaction – sales, sales price)
4. Salesman must be first ..... and then .....
(creative-competitive, competitive – creative, creative creative, competitive, competitive)
5. The word "creative" is more comprehensive than .....
(neutral, competitive, compatible)
6. The phrase "counter" salesmanship is derived from the term .....
(country, counter, coontur)
7. Travelling salesmanship is basically a ..... salesmanship
(competitive, creative, both creative and competitive)
8. Retailers salesmen are ..... and .....
(pioneer, missionary ; dealer service – merchandising, counter – travelling)
9. Manufacturer's salesmen are ..... and .....
(counter, travelling and missionary pioneer, dealer service and merchandising, counter, travelling and pioneer)
10. Travelling salesman should enjoy ..... for his services
(good brain, sound health, good personality).

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11. Staple salesman deals in ..... goods
(consumer non-durables ; consumer durables ; industrial and consumer)
12. Speciality salesmen deals in .....
(consumer non-durables, consumer durables, white orange)
13. House to house salesmen are ..... and .....
(Howkers-pedlers ; pedlers, street workers and shirkers)
14. Self employed salesman is both ..... and ..... salesman
(creative ..... competitive ; destructive ..... constructive ; starting ..... thriving)
15. Self employed have no ..... service .....
(fixed – tenure ; lose – period guaranteed – future)

D. Match the following

A	B
1. Creative salesman believe in	1. profit maximisation by any means.
2. Competitive salesmen shares by	2. pioneer, dealer service and merchandising
3. Counter salesman	3. counter and travelling salesmen
4. Manufacturer's salesmen are classed ; into	4. creative customer and satisfaction
5. Retailers salesmen are classed in to as	5. works indoors
	6. price like and more sale.

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CHAPTER FOUR : SALES PERSONALITY

I. VERY SHORT ANSWER QUESTIONS (NOT MORE THAN TWO SENTENCES)

1. What is 'personality' ?
2. What is 'sales personality' ?
3. Classification of sales qualities.
4. Physical quanlities.
5. Psychological qualities
6. Social quanlities
7. Character quanlities.
8. "Sound health"

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9. 'Posing posture'.
10. 'Alluring appearance'.
11. 'Pleasant voice'
12. Amazing alertness
13. Fertile imagination
14. Rebounding resourcefulness
15. Commanding Confidence
16. Equable enthusism
17. Inciting Imitiative
18. Open observation
19. Extending extroversy
20. Conforming conversing
21. Portraying poise
22. Built-in courtesy
23. Tacit tact
24. Centering cooperations
25. Good manners
26. Multiple maturity
27. Colossus courage
28. Simmering sincerity
29. Darting determination
30. Lasting loyalty.

II. WRITE SHORT NOTES ON :

1. Industriousness
2. improving sales personality.
3. Personality.
4. Sales personality
5. Qualities of good salesman
6. Physical qualities
7. Psychological qualities
8. Social qualities
9. Character qualities.
10. Selling and sales personality.

III. ESSAY TYPE QUESTIONS :

1. What is a personality and how it differs from sales personality.
2. What is a sales personality ? What are the qualities that make his personality ?
3. What is sales personality ? Explains physical qualities.
4. What is sales personality ? Discuss psychological qualities.

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5. What is sales personality ? Explain character qualities ?
6. What is sales personality ? Elucidate social traits.
7. What is sales personality ? Can it be improved ?
8. "Good salesmen are made" Do you agree. Explains.
9. "Good salesmen are born but not made." Discuss.
10. "Good salesmen are born and made." Explain.

D. OBJECTIVE TYPE QUESTIONS

I. Fill in the blanks :

1. Personality is the sum of ..... one makes on others.
2. Sales personality is something which is ..... produced and ..... up on.
3. Successful salesmen are not ..... but .....
4. ..... physical quality
5. ..... is a physical quality.
6. Fertile imaginates is a ..... quality.
7. Pleasant voice is ..... quality.
8. ..... is a mental quality.
9. ..... is a psychological quality.
10. ..... is not a physical quality.
11. ..... is a social quality.
12. Portraning poise is a ..... quality.
13. ..... is a social quality.
14. ..... is character quality.
15. Multiple maturity is a ..... quality.

B. State whether the following statements are "False" or "True".

1. Collosuss courage is a psychological equality.
2. Simmering sincerity is a character quality.
3. Lasting loyalty is not a physical quality.
4. Impinging industry is a character quality.
5. Sales personality can ..... improved.
6. Darting determination is a character quality.
7. Built-in is courtesy is the social quality.
8. Conforming converssing is a social quality
9. ..... is a social quality.
10. Portraying poise is not a social quality.
11. Amezaing alertness is a psychological quality.
12. Fertile imaginations is a characters quality.
13. Alluring appearance is a physical quality.

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14. Sound health is a character quality.
15. Pleasant voice is a mental quality.

C. Pick the correct words from the brackets

1. ..... and ..... are physical qualities.
   (Sound health and amazing alertness ; poising posture and alluring appearance ; pleasant voice and fertile imaginations)
2. ..... is a physical quality.
   (Posing posture ; inviting initiative ; extending extroversy)
3. ..... and ..... are psychological qualities
   (Fertile imagination and conforming conversing ; Rebounding resourcefulness and tacit fact ; commanding confircue and equable enthusism).
4. ..... is a psychological quality
   (open observation, tacit tact, centering cooperation ; multiple maturity)
5. ..... and ..... are the social quality.
   (Portraying poise and tacit tact ; built in courtesy and simmering sincerity ; multiple maturing and sound health.
6. ..... is a social quality.
7. ..... and ..... are the character qualities.
   (Inkling integrity and lasting loyality ; impingns industry and good manners ; parting determination and commanding confidence).
8. Multiple maturity is a ..... quality.
9. Good is a ..... quality.
10. Enable enthusiams is a ..... quality.

D. Match the following

A	B
1. Sum of magnating the attention of others is	1. is the physical quality
2. Salesmen are	2. is a psychological quality.
3. Poising posture	3. is a social quality
4. Amezing Alertness	4. not born but made
5. Portraying poise	5. sales personality
	6. personality

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CHAPTER FIVE : PRODUCT KNOWLEDGE

I. WRITE ANSWERS IN NOT MORE THAN TWO SENTENCES.

1. What is product knowledge ?
2. What is sales personality ?
3. What is product knowledge ?
4. What is market knowledge ?
5. What is knowledge about competitions ?
6. What is knowledge of government policies ?
7. What is knowledge about distribution system ?
8. What are 'selling points" ?
9. What are "agricultural goods" ?
10. What are "manufactured goods" ?
11. What are "manufactured industry goods" ?
12. What is "education" and training ?
13. What is "personal experience" ?
14. Colleagues as source of information.
15. Advertisement as source of information.
16. What are 'sales meetings ?
17. What are sales conferences ?
18. What are "public relations" ?
19. "Contacts with customer as a source.

II. WRITE SHORT NOTES ON

1. Importance of product knowledge
2. Knowledge of firm.
3. Knowledge of products.
4. Knowledge of his market place
5. Knowledge of his competitors
6. Knowledge of government policies
7. Selling points
8. Consumer non-durables
9. Consumer durables
10. Industrial goods
11. Sources of knowledge
12. Use of knowledge

III. ESSAY TYPE QUESTIONS

1. What is product knowledge ? What he should know ?
2. What is product knowledge ? Why he should have product knowledge ?

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3. What are selling points ? Give specific product points in case of agricultural products.
4. What are selling points ? What are the selling points in case of manufactured consumer durables ?
5. What are selling points ? Give specific selling points in case of manufactured consumer non-durables goods.
6. What are selling points ? Give specific selling points in case of industrial goods ?
7. Give selling points in case of :
   (*a*) Mushrooms (*b*) Washing machines
   (*c*) Hair oil (*d*) Hand tools
8. Give selling points in case of
   (*a*) Equipments (*b*) Refined cooking mediums
   (*c*) Pressure cooker (*d*) Packged meat
9. Give selling points in case of
   (*a*) Jams and squashes/pulps and sauces
   (*b*) Two-wheeler
   (*c*) Power generator
   (*d*) Toilet soap.
10. Give selling points in case of
    (*a*) Sound gadget (*b*) Gourmet mixes
    (*c*) Supplies (*d*) Packaged green peas
11. Give selling points in case of
    (*a*) Shampoo (*b*) Fridge
    (*c*) Raw-materials (*d*) Pickles
12. What is product knowledge ? What are the sources ?
13. What is product knowledge ? How a salesman can use it fruitfully ?
14. What is product knowledge ? What exactly he should know all about.
15. What are selling points ? Why they are a must ?

IV. OBJECTIVE TYPE OF QUESTIONS :

A. Fill in the blanks

1. Product knowledge ..... salesman's self-confidence.
2. Product knowledge makes ..... a pleasant task.
3. Competitions can be ..... and ..... type.
4. The selling points are .....
5. Freshness is a ..... selling point applicable to ..... products.
6. Durability is a ..... in case of ..... products.
7. Size and dimens are a ..... in case of industrial goods.
8. ..... is a basic source of product knowledge.

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9. ..... is a miscellaneous source of product knowledge.
10. Organising the knowledge help in ..... use of it.
11. Updating of knowledge helps in having ..... success.
12. Product knowledge covers ..... areas.

B. State whether the following statements are "True" or "False" :

1. Product knowledge also deals with service knowledge.
2. Sales personality is not all.
3. Product knowledge helps the salesman to project perfect image.
4. Product knowledge kills strength of competitors.
5. Salesman should know himself, his products, his market, his competitors and his governmental policies.
6. Unique selling proposition is another name for selling point.
7. Agricultural products include products of dairy, poultry, piggery, fisheries and horticulture.
8. Manufactured consumer goods are both durable and non-durable.
9. The examples of industrial goods are supplies, raw material, parts and installaness.
10. Washing machines are a white goods.
11. Hair-oil is industrial product.
12. Mushroom is both agricultural and forest-product.
13. Gourmet unit is a durable product.
14. Power generator is a consumer durable product.
15. Personal experience is a basic source of knowledge.

C. Pick the right word or words from brackets

1. Manufactured industrial goods are .....
(manufacturer durables ; consumer durables middlemen durables)
2. Consumer products are both ..... and .....
(perishable and non-perishable, durable and non-durable ; high priced ; low priced)
3. Tooth paste, shampoo are the examples of .....
(consumer durables ; consumer non durables ; dealers durables and non durables)
4. Furniture is an example of consumer ..... item
(non-durable, durable, perishable)
5. Education and trading is a ..... source of knowledge
(fundamental, collateral, basic, miscellaneous)
6. Collegues are the ..... source of knowledge
(primary, secondary, major, minor)

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7. Advertisements are based on the principle of .....
(A.I.D.A.) (I.A.D.A.) (DAIA)(D.A.I.A)

8. Motion pictures and visual aids are the examples of ..... source of informations (basic, major, miscellaneous)

9. Best solution schemes are ..... source of information
(basic, minor, major, miscellaneous)

10. Success of salesman increases because of .....
(updating the knowledge, practical, expression, cutting, of the core)

IV. Match the following

A	B
1. Product knowledge is a	1. are the examples of industrial goods.
2. Success of salesman depends on his	2. A.I.D.A. formula.
3. Hand tools and power generator.	3. must for salesman
4. Eggs, fruits, mushrooms are the	4. ability to ent to the core
5. Advertisements are based on	5. examples of farm products
	6. is not a must for salesman

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CHAPTER SIX : BUYING MOTIVES

I. WRITE ANSWERS IN NOT MORE THAN TWO SENTENCES :

1. What is a 'motive' ?
2. What are 'buying-motives' ?
3. Classification of buying motives ?
4. What are 'product motives' ?
5. What are 'patronage' motives ?
6. What are 'emotional' motives ?
7. What are 'rational' motives ?
8. What is 'pride' ?
9. What is 'vanity' ?
10. What is 'jealousy' ?
11. What is a 'fashion' or 'limitation' ?

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12. What is 'sex' ?
13. What is 'habit' ?
14. What is 'love and affection' ?
15. What is 'comfort' ?
16. What is 'Aesthetic pleasure' ?
17. What is 'praise' ?
18. What is 'safety' or fear ?
19. What is 'suitability' ?
20. What is durability ?
21. What is 'economy' ?
22. What is 'convenience' ?
23. What is 'versatility' ?
24. 'Profit' or cupioity ?
25. What is 'curiousty' ?
26. What is 'reaction' ?
27. What are 'hobbies' ?
28. What is "appearance of the store" ?
29. What is 'treatment' ?
30. What are credit facilities ?
31. What is 'group influence' ?
32. Who is 'opinion leader' ?
33. What is 'cueture' ?

II. WRITE SHORT NOTES ON :

1. Social class and cash.
2. Buying motives
3. Classification of buying motives.
4. Product motives.
5. Patronage motives.
6. Product emotional buying motives.
7. Product rational motives
8. Patronage emotional motives
9. Patronage rational motives.
10. Characteristics of buying motives.
11. Importance of buying motives.
12. Buying motives and selling points.
13. Group influence.
14. Family
15. Reference groups
16. Opinion leaders
17. Social class and caste

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18. Culture
19. USP
20. AIDA

III. ESSAY TYPE OF ANSWERS (QUESTIONS)

1. What are buying motives ? How do you classify them ?
2. Define 'buying motive' ? Explain product rational motives.
3. What are buying motives ? Explain patronage rational motives ?
4. What is a 'buying motive' ? Elumerate patronage emotional motives ?
5. Define "buying motive" ? Explain patronage rational motives.
6. What do you mean by 'buying motives' ? Discuss characteristics of buying motives ?
7. What are buying motives ? What is their importance ?
8. How do you distinguish between "buying motive" and "selling points."
9. What is the group influence ? Explain the terms "family", 'preference group' ?
10. What is a group ? What are the different forms of group ?
11. What are "buying motives" ? How do you trace them ?
12. Define 'buying motive' ? What is the best way of classifying them ?

IV. OBJECTIVE TYPE QUESTIONS

A. Fill in the blanks :

1. Want is not a .....
2. Need is not a .....
3. Motives are both ..... and .....
4. Product motives are .....
5. Patronage motives are .....
6. Emotional motives are .....
7. Rational motives are .....
8. Buying motives are .....
9. Buying motives differ in .....
10. Buying motives are not the same for .....
11. Buying motives differ in .....
12. Family is a .....
13. Buying motives and selling points are .....
14. Buying motives are .....
15. Pride is different from .....

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B. Pick the correct word or words from the brackets

1. Any buying motive is an .....
(outer feeling, inner feeling, neutral feeling)
2. A buying motive emerges from .....
(black box ; white box ; red box, brown box)
3. Buying motives are both ..... and .....
(innate-acquired, born got; only-outer)
4. Emotional motives are .....(not rational ; irrational rational)
5. Rational motives are .....
(reason based, emotion based ; erruptions)
6. Patronage motives are to do with .....
(encouraging, discouraging)
7. Habit is a ..... act or action.
(repetitive, predatory ; unrepeated)
8. Versatility is a ..... that pervents choice.
(quality, quantity, variety, vality)_
9. Assortment meas promoting .....
(limited choice, wide choice, unlimited choice ; narrow choice)
10. Proximity is to do with ..... (distance, mind, load, body)
11. Buying motives are .....
(concentable, countless, numbered, unnumbered)
12. Buy motives are ..... the same for all.
(not, nor, with, without)
13. Buying motive differ in .....
(extensity, intensity, extrosity ; extroversy, introversy).
14. Buying motives are ..... opposite of selling points
(diametrically, quite, rightly)
15. Nuclear family is a ..... unit.
(two generations, three generations, more than two generations)

C. State whether the following statements are "True" or "False"

1. 'Extended' family spains over atleast three generations or more.
2. Opinion leader is an individual.
3. Caste speaks of birth than occupation.
4. Culture is not god made environment.
5. Buying motive is not an inner feeling.
6. Selling points are big selling ideas
7. Emotional motives are based on rational thinking.
8. Rational motives are irrational
9. Vanity is a virtue of a man
10. Non-repetitive act is a habit.
11. Durability is a quality that speaks of life of a product.
12. Economy is irrational motive

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13. Hobbies and habits are one and the same.
14. Human motives are limited
15. 'Reference group' is a group created outside family.

D. Match the Following :

A	B
1. "Opinion leader" is	1. of social standing in society
2. "Social class" is a mark.	2. Which may be good or bad
3. 'Culture' is a	3. great selling ideas
4. Habit are repetitive acts	4. godmade environment.
5. Selling points are	5. man made environment.
	6. an individual

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CHAPTER SEVEN : KNOWLEDGE OF CUSTOMERS

I. ANSWER THE QUESTIONS IN NOT MORE THAN TWO SENTENCES :

1. Who is a customer ?
2. What is 'sizing up' ?
3. What is 'character finding' ?
4. What is a 'buying policy' ?
5. Ways of classification of customer.
6. Classification by temperament.
7. Who is 'suspicious' type of customer ?
8. Who is 'argumentative type' of customer ?
9. Who is 'silent type' of customer ?
10. Who is 'shy type' of customer ?
11. Who is 'impatient' type of customer ?
12. Who is 'friendly' type of customer ?
13. Who is 'sarcasting' type of customer ?
14. Who is 'hesitent' type of customer ?
15. Who is 'coceited' type of customer ?
16. Who is "ill-mannered" customer ?
17. Who is 'bully' type customer ?
18. Who is 'handicapped' customer ?

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19. Classification of customer by sex.
20. Agewise classifications.
21. Areawise classification.
22. Purposewise classification
23. Numberwise classification
24. Who are elderly customers ?
25. Who are women customer ?
26. Who are youngsters ?
27. Who are teem-agers ?
28. Who are men customers ?
29. Who are individual shoppers ?
30. Who are group shoppers ?

II. WRITE SHORT NOTES ON :

1. Knowledge of customers.
2. Sizing up
3. Character finding
4. Buying policy
5. Classifications of customers
6. Classification by temperament
7. Classifications by sex
8. Agewise classification
9. Areawise classification
10. Purposewise classification
11. Numberwise classification
12. Suspicious type customer
13. Argumentative type customer
14. Silent type customer
15. Shy-type customer
16. Impatient customer
17. Friendly customer
18. Sarcastic type customer
19. Hesitant type customer
20. Conceited type customer
21. Ill-mannered customer
22. Bully-type customer
23. Handicapped customer
24. Woman as a customer
25. Man as a customer
26. Children as customers
27. Youngsters as customers

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28. Elderly people as customers
29. Urban customer.
30. Rural customers.

III. ESSAY TYPE QUESTIONS :

1. What is sizing up of a customer ?
2. What are the different basis of customer classification.
3. Who is a suspicious type customer ? How do you deal with him.
4. Who is argumentative customer ? How do you deal with him.
5. Who is argumentative type customer ? How do you deal with him.
6. Who is silent type of customer ? How do you deal with him ?
7. Who is shy customer ? How he should be dealt with ?
8. Who is impatient customer ? How you deal with him.
9. Who is friendly type of customer and in what way you deal with him ?
10. Who is sarcastic customer ? How you deal with him.
11. Who is hesitent type of customer ? How one should deal with him ?
12. Who is concinted type of customer ? How do you deal with him.
13. Who is ill-mannered customer ? How you deal him ?
14. Who is a bully customer ? How you deal with him.
15. Who is a handicapped customer ? How they should be treated ?
16. Discuss woman as customer ? What cautions you deal with dealing with them.
17. Discuss man as customer ? How do you deal with him ?
18. Discuss children as customers ? What precautions you take while dealing with them ?
19. Discuss 'youngsters' as customers ? What special steps to deal with them ?
20. Discuss 'elderly persons' as customers. What precautions you take while dealing with them.
21. Who are 'urban' customer ? How you deal with them ?
22. Who are 'rural customers' ? How do you deal with them.
23. Who are 'industrial buyers' How do you deal with them ?
24. Who are 'resale buyers ? How do you deal with them ?
25. Who are "consumption buyers" ? How do you deal with them ?
26. Who are 'individual' shoppers ? How do you deal with them ?
27. Who are 'group-shoppers' ? How you deal with them ?

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IV. OBJECTIVE TYPE QUESTIONS

A. Fill in the blanks :

1. Sizing up customer is ..... the customer.
2. Carriage and clothes are one of the ..... of character finding.
3. Buying policy of customer is do with ..... to maximise satisfactions.
4. Argumentative type customer is an example of ..... classification.
5. Handicapped customer is an assumption of ..... classification.
6. Woman customer is a type of customer classificates by .....
7. Children are type of customers classificates by .....
8. Elderly people are a type of customer classified by .....
9. Urban customer is a classified by .....
10. Industrial buyer is a type of customer classified by .....
11. Industrial shoppers are classification by .....
12. Group shoppers are classified by .....

B. State Whether the following statements are "True" or "False" :

1. Sizing up a customer is an act of physical measurement.
2. Character finding is to do with knowing the nature by certain indicators.
3. Buying policy is a stand taken by buyer to minimises the satisfied.
4. Classifications of customers by temperament is to measure the temper of customer.
5. Suspicious customer' is trust worthy.
6. 'Argumentative' customer talks less.
7. 'Silent' type of customer talks more.
8. 'Shytype' customer is nervous or timid.
9. 'Impatient' customer is having maximum lolerence.
10. 'Friendly' customer has no pride, pomp and egoism.
11. 'Sarcastic' customers are known for making sensitive, statement with double meaning.
12. 'Hesitent' customer is devidend customer.
13. 'Ill-mannered' customer has good many bad, manners.
14. 'Bully' type customer talks less
15. Women customers are best marketers.
16. Elderly people strongly patient is "old is gold".
17. Urban customers are highly polished.
18. Resale buyers by goods for self consumptions.
19. Industrial buyers are imput buyers.
20. Consumptions buyers are buying for self consumption.

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C. Select right word or word from the brackets :

1. Sizing up customer is to measure him .....
(physically, mentally, morally, socialy, culturally)
2. Character finding is to do with one of the factors such as .....
(carriage, marriage, clothes, expression, actions habits)
3. The buying policy is a ..... targets by the buyer.
(sit, stand, view, opinion)
4. Classification by temperament is to classify customer as per his ..... (temper, tamper, disposition, length, treght)
5. Shy type of customer is .....
(nervous, timid, bold, stranght, forward, affirmative)
6. Hesitant customer is ..... (decided, undecided, committed, non-committed, overt, convert)
7. Bully type customer is one who .....
(walks more, talks more laughs more, doesn't talk)
8. There can be .....of customer by age wise classifications.
(3, 4, 6, 2)
9. Urban customers are .....
(less polished, more polished, not at all polished)
10. Industrial buyer is a customer by ..... classification
(purpose, age, sex)
11. Consumptions buyer buys .....
(self consumption, for others consumptions)
12. There can be ..... types of memberance classificates
(2, 3, 4, 5)
13. Resale buyer is a type customer classified by .....
(Purpose, age, sex, area)
14. Women customers are most .....
(hesitant, firm, daring, uncertain)
15. Handicapped customers are to be .....
(ill, well, with sympathy, with pride in them)

D. Match the Following :

A	B
1. Sizing up is to measure.	1. talks more and more
2. Buying policy	2. Smell, fondle, taste and feel.
3. Bully type customer	3. is the stand types by buyer.
4. Women customers	4. are the selling suns.
5. Elderly people	5. Customer
	6. talks less and less

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CHAPTER EIGHT : PSYCHOLOGY IN SELLING

I. ANSWER THE QUESTIONS IN NOT MORE THAN TWO SENTENCES.

1. What is selling psychology ?
2. Selling as a buying process ?
3. Stages in selling process.
4. What is AIDCA ?
5. What is attention ?
6. What is interest ?
7. What is desire ?
8. What is conviction ?
9. What is action ?
10. What is need ?
11. What is want ?
12. What are advertisements ?

II. WRITE SHORT NOTES ON :

1. Selling psychology.
2. Selling as a buying process.
3. Attention
4. Interest
5. Desire
6. Conviction
7. Action
8. Ways of getting attention.
9. Ways of getting interest.
10. Ways of creating desire.
11. Ways of convincing.
12. Ways of getting attentions.

III. ESSAY TYPE QUESTIONS :

1. What is selling ? What is selling psychology ?
2. What is selling ? What are the stages involved in selling process ?
3. What is selling ? What do you mean by AIDCA ?
4. What is attention ? How one gets attention ?
5. What is interest ? How you get interest created as a salesman ?
6. What is desire ? How to generate desire for company products ?

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7. What is conviction ? How one convinces the customers ?
8. What is action ? How do you get action for your products and services ?
9. "Effective salesman is one who knows consumer psychology ?" Discuss.
10. "Selling psychology is an essential part of salesmanship." Explains.

IV. OBJECTIVE TYPE OF QUESTIONS :

A. Fill in the Blanks :

1. Selling is a ..... process.
2. At conscious level customer knows ..... about products.
3. At precouscious level the customer knows ..... about products.
4. At unconscious level customer ..... about products.
5. Selling is in effect a ..... process.
6. There are is all ..... stages is selling process.
7. Mind conversion process starts with ..... .
8. Desire is .....
9. Convincing is to make the customer to ..... in him.
10. Action is any ..... stages by the buyer.

B. State whether the following statements are "True" or "False".

1. Selling is not a physical process.
2. Unconscious buyers knows all about products or services.
3. Preconscious buyer knows nothing about products or services.
4. Between need and satisfaction, there are five stages.
5. Advertising is one of the ways of getting attention.
6. Demonstration helps in creating interest in product.
7. Good suggestions can generate desire.
8. Overcoming the objections is one of ways of convicting.
9. A definite psychology is involved in selling.
10. AIDCA are the stages in selling process.

C. Select right word/words given in bracket.

1. Selling process is purely .....
(psychological, physiological, physical)
2. There are ..... stages in selling process. (4, 5, 6)
3. ..... is the first stage in selling process.
(Interest, Desire, Attention)
4. ..... is the second stage in selling process.
(attention, conviction, action, interest)

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5. .....is the third stage in selling process.
(action, desire, interest)
6. Planned talk is means of creating .....
(interest, desire, action)
7. Stressing selling points is to create .....
(desire, interest, conviction)
8. Indirect denial is shown by .....
(creating, desire, convincing, attention)
9. Action can be got by .....
(educating, overcoming, objections)
10. Selling is converting selling points into buying motives through .....
(salesmanship, advertising, sales-promotion)

D. Match the Following

A	B
1. Selling is a	1. psychological process.
2. Selling is more a	2. atten getters.
3. AIDCA	3. must for arousing consumer interest.
4. Advertisements	4. method of selling effectively.
5. Planned talk is a	5. buying process.
	6. stages of selling process.

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CHAPTER NINE : SELLING PROCESS—I

I. WRITE ANSWERS IN NOT MORE THAN TWO SENTENCES :

1. What is selling process ?
2. Who is prospect ?
3. What is prospecting ?
4. Who is a good prospect ?
5. What is endless chain method ?
6. What is centre of influence method ?
7. What is personal observation method ?
8. What is spotters method ?
9. What is cold convas method ?
10. What is direct mail method ?
11. What is telephone method ?
12. What is exhibition ?

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13. What is demonstration ?
14. What bird-dog method ?
15. What are advertisements ?
16. What are advertising agencies ?

II. WRITE SHORT NOTES ON :

1. Lead from sales manager.
2. Prospecting
3. Significance of prospecting.
4. Essentials of good prospect.
5. Methods of prospecting.
6. Endless chain method.
7. Centre of influence method.
8. Personal observation method.
9. Spotter's method.
10. Cold canvas method.
11. Bird Dog method.
12. Exhibitions and demonstrations.

III. ESSAY TYPE QUESTIONS :

1. What is a selling process. Outline the stages in selling process.
2. What is prospecting ? What is its importance ?
3. What is prospecting ? What are the essentials of good prospect ?
4. What is prospecting ? Discuss the methods of prospecting.
5. Discuss any four methods of prospecting.

IV. OBJECTIVE TYPE OF QUESTIONS

A. Fill in the Blanks :

1. Sales process is the series of ..... steps taken by salesman.
2. Sales process has ..... stages.
3. Prospecting is a ..... term.
4. Prospecting is the ..... step in selling process.
5. Lead can be a ..... than .....
6. Prospecting ..... the sales.
7. Prospects can be ..... or .....
8. Endless chain method is also called as .....
9. ..... are the centre of influence.
10. Cold canvas method is also known as .....
11. Closely related method is that of bird dog to that of .....
12. 'Eyes and ears' method also known as ..... method.

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B. State whether the following statements are "True" or "False".

1. Selling is a buying process.
2. Selling process has five stages.
3. Prospecting is a geological term.
4. 'Lead' can be converted into prospect.
5. Prospecting increases sales.
6. Prospects can be 'chiana eggs' or 'cold-turkeys'.
7. 'Family tree is a method of prospecting.
8. 'Eyes and ears' method is also called as personal observation method.
9. Spotters method does not employ jury or salesmen.
10. Cold canvas method hardly works on law of averages.

C. Select the right word/words given in bracktes :

1. Selling is a process of sequential ..... of actions taken by salesman. (Series, set, complex)
2. Prospecting is a ..... word. (geographical, geological, botanical)
3. Qualified lead is a ..... (suspect, prospect, none, nun)
4. 'Needers' are converted in to 'wanters' and 'wanters' can be converted in to ..... (sellers, buyers, middlemen)
5. ..... is one of the essentials of a good prospect. (want, need, desire)
6. Good prospect has a .... (buying power, purchasing power, selling power)
7. Cold canvas method is also known as ..... (Cold turkey, hot dog, green valley)
8. Spending on advertising is an ..... (investment, expenditure, income, gain)
9. Fourth stage in selling is ..... (prospecting, preapproach, approach, presentation and demonstration)
10. Lead can be either ..... or ..... (prospect – inspect, buyer – seller, consumer – producer)

D. Match the following :

A	B
1. Selling is a	1. endless chain and family tree method.
2. Prospecting	2. psychology
3. There is no difference between	3. are organised on regional and national levels.

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4. Exhibitions and demonstrations.	4. such persons who visit houses at definite interval.
5. Bird Dog is a nick name given to.	5. geology
	6. buying process.

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CHAPTER TEN : SELLING PROCESS-II

I. ANSWER THE FOLLOWING QUESTIONS IN NOT MORE THAN TWO SENTENCES.

1. What is 'pre-approach' ?
2. What are the objectives of pre-approach ?
3. What is extent of approach ?
4. What is included in pre-approach ?
5. What are the sources of information for pre-approach ?
6. What is 'approach' ?
7. What are objectives of approach ?
8. What is giving the interview ?
9. What are the methods of interview ?
10. What is AIDA ?
11. What are requisites of good approach ?
12. What is introductory approach ?
13. What is product approach ?
14. What is benefit approach ?
15. What is curiosity approach ?
16. What is stock approach ?
17. What is showmanship approach ?
18. What is question approach ?
19. What is statement approach ?
20. What is premium approach ?
21. What is surency approach ?
22. What is complimentary approach ?
23. What is F.A.B. policy.
24. What is a format of approach ?

B. Write Short Notes on :

1. Pre-approach
2. Objectives of pre-approach
3. Extent of pre-approach.
4. Sources of information for pre-approach.

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5. Gaining interview.
6. Methods of gaining interview.
7. Requisites of good approach.
8. Introductory approach.
9. Product approach.
10. Benefit approach.
11. Curiosity approach.
12. Stock approach.
13. Showmanship approach.
14. Question approach.
15. Statement approach.
16. Premium approach.
17. Survey approach.
18. Complimentary approach.
19. Problems in retail selling.
20. Telephone appointment.

III. ESSAY TYPE QUESTIONS :

1. What is pre-approach ? What are its objectives ?
2. What is pre-approach ? Discuss the extent of approach ?
3. What is pre-approach ? What it includes ?
4. What is pre-approach ? What sources of information.
5. What is the approach ? What its objectives ?
6. What is gaining interview ? What methods you employ ?
7. What is approach ? Discuss the requisites of good approach.
8. What is approach ? What are different methods of approach ?
9. Discuss approach in retail salesmanship particularly the approach format.
10. What is approach ? What problems are found in retail selling ?

IV. OBJECTIVE TYPE OF QUESTIONS :

A. Fill in the blanks.

1. Pre-approach is ..... stage in selling process.
2. All leads are ..... prospects.
3. Avoiding serious errors is one of the ..... pre-approach.
4. The extent of pre-approach is do with .....
5. Fellow salesmen is one of the sow .....
6. Approach is to do with ..... people.
7. Gaining interview is actually a ..... process.
8. Timing the approach is one of essentials of .....
9. Product approach is one of the ..... of approach.
10. FAB policy stands for ..... and .....

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11. There are ..... problems in retail salesmenship.
12. The format of approach has ..... points.

B. Pick the correct word of words from the brackets given :

1. Pre-approach is to get ..... about a specific individual. (Less information, more in information, no information)
2. There are in all ..... objectives (5, 6, 7)
3. Extent preapproach is to do with ..... (time, money, talent)
4. There are ..... sources of pre-approach. (5, 6, 7)
5. Approach means ..... the people. (talking, meeting, mixing)
6. The objectives of approach in all are ..... (3, 4, 5)
7. There are in all ..... methods of gaining interview. (4, 5, 6, 7)
8. The requisities of good approach in all are ..... (8, 9, 10)
9. There are in all ..... methods of approach. (9, 10, 11)
10. Format of approach to retail salesmen contains ..... points. (7, 8, 9)

C. State whether following statements are 'True' or 'False'.

1. Pre-approach is to get less and less usfomaty about a person.
2. Avoiding serious errors is one of the objectives of pre- approach.
3. Gaining interview is a selling process.
4. One of the methods of gaining interview is personal call without introduction.
5. A-I-D-A formula is used in sales letter.
6. Timing the approach is one of the requisities of good approach.
7. Stock approach is one of the methods of approach.
8. Attracting the hesitant customer is an item of format of approach.
9. F.A.B. policy is part of format approach.
10. Substitution is one of the problems of retail salesmanship.

D. Match the following :

A	B
1. Objective of approach is	1. a meeting of a prospect by salesman.
2. Sources of information for pre-approach	2. applied in retail selling.
3. Approach is	3. to enrich the planning information.
4. Telephone interview	4. is one of the methods of approach.
5. Curiosity approach	5. speical investigation.
	6. is gaining interview.

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CHAPTER ELEVEN : SELLING PROCESS-III

I. WRITE AN ANSWER IN NOT MORE THAN TWO SENTENCES.

1. What is presentation ?
2. What are essentials of presentation ?
3. What is significance of demonstration ?
4. What are essentials of effective demonstration ?
5. Forms of demonstration.
6. What is demonstration in use ?
7. What is demonstration in particular.
8. What is demonstration ?
9. What is dramatising the message ?
10. What is suggesting tests ?
11. What is reduction in sales-talk ?
12. What is complete demonstration ?

II. WRITE SHORT NOTES :

1. Presentation
2. Good presentation
3. Appealing & senses
4. Demonstration
5. Significance of demonstration
6. Effective demonstration
7. Elimination competition
8. Demonstration in use
9. Demonstration in particular
10. Opportunity of proving.

III. ESSAY TYPE QUESTIONS :

1. What is presentation ? What are the essentials of good presentation ?
2. What is a demonstration ? What is its significance ?
3. What is demonstration ? Discuss the different forms of demonstration.
4. What is demonstration ? How can you make it effective ?
5. Demonstration and presentation are suppliment one another. Discuss.

IV. OBJECTIVE TYPE OF QUESTIONS :

A. Fill in the blanks.

1. Presentation is the ..... selling process.
2. Presentation is ..... of approach.

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3. Promptness and clarity are ..... of presentation.
4. Demonstration is the ..... good presentation.
5. Appealing to senses is an ..... of presentation.
6. Demonstration is not a ..... manifestation of convincing the customer.
7. Clarity, completeness gains confidence are the ..... good demonstration.
8. There are ..... forms of demonstration.
9. Good demonstrates eliminates .....
10. Significance of demonistration lies in .....

B. State whether following statements are 'True' or 'False'.

1. Presentation means an array and decoration of goods in shop.
2. Promptness is one of the essentials of presentation.
3. Demonstration is part of present action.
4. Demonstration is the heart of presentation.
5. Demonstration is the physical manifestation of convincing the customer.
6. Good demonstration gains confidence.
7. Good demonstration encourages competition.
8. Demonstration in use is form of it where customer is allowed to try the product.
9. Demonstration in particular is matter of proving what product stands for.
10. Demonstration widens the difference between product and customer.

C. Pick the right word or words given brackets :

1. Present is the ..... of selling process. (heart, heads, part)
2. Demonstration is the ..... of presentation. (heart, part, component)
3. There are in all ..... points of essentials of presentation. (6, 7, 8)
4. Demonstration is the .... tactic of convincing the customer.
5. The significance of demonstration can be told in ..... points. (6, 7, 8)
6. There are in all ..... points of essential of good demonstration. (3, 4, 5)
7. Demonstration can be of .... types. (one, two, three)
8. Presentation is the ..... of products in shop. (away, girray, foray)
9. Right quality and quantity is apart of ..... presentations. (essentials, significance failure of)

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10. Demonstration is part of .....
(presentation, selling process, essentiality)

D. Match the following :

A	B
1. Presentation is the	1. two types
2. Demonstration is the	2. allows the customers to try the product
3. Demonstration can be of	3. describes the features
4. Demonstration in use	4. heart of presentation
5. Demonstration in particular	5. heart of selling process
	6. three types.

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CHAPTER TWELVE : SELLING PROCESS–IV

I. WRITE THE ANSWERS IN NOT MORE THAN TWO SENTENCES.

1. What are objections ?
2. Why objections ?
3. Clearly distinguish between "objections" and "excuses".
4. What should be the attitude of salesman ?
5. What are the types of objections ?
6. How to handle objections ?
7. How many methods are there in handling objections.
8. What is the procedure for handling objectives.

II. WRITE SHORT NOTES ON :

1. Objections
2. Excuses
3. Reasons for objections
4. Types of objections
5. Procedure for handling objection
6. Methods of handling objections
7. Direct denial method.
8. Indirect denial method.
9. Reverse position method.
10. Boorang method.
11. Superior point method.
12. Passing method.

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III. ESSAY TYPE QUESTIONS :

1. What are objections ? Why customers object ?
2. What are 'objections' and 'excuses' ? How they differ from each other ?
3. What are objections ? Discuss the types of objections.
4. Give examples of objections and excuses (any two each)
5. What are objections ? How a sucessful salesman handles them procedurally.
6. What are objections ? What methods are used in handling objections ?
7. Explain the terms objections and excuses and give it least three examples of each.

IV. OBJECTIVE TYPE QUESTIONS :

A. Fill in the blanks.

1. All objections are not .....
2. In objections the intentions of customer are .....
3. Hidden objection is ..... one
4. Stalling objection is ..... with most prospects.
5. Cushion the foll is an element of ..... of handling objections.
6. Direct denial method is one of the ..... of handling the objections.
7. There are in all ..... methods of handling objections.
8. The procedure for handling objections has ..... components.
9. There can be ..... types of objections.
10. Objections and excuses are not ..... and the .....

B. State whether following statements are 'True' or 'False'.

1. Objections are expressed disapproval of an actions by the salesman.
2. Lack of purchasing process is one of seasons for objections.
3. Excuses and objections can not be one and the same.
4. Excuses and objections differ in at least five ways.
5. There are in all four types of objections.
6. Understanding the objections is one of the steps in procedure for handling objections.
7. Reverse position is a method of handling the objection.
8. Superior point is not a method of handling objections.
9. Anticipating the objection is not a method of handling the objections.,
10. Considering objections as opportunities is not an element of procedure.

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C. State and pick the right word or words from brackets :

1. Direct denial method is on where there is ..... (direct denial, indirect denial, no denial)
2. Boom-rang method is also known as ..... method. (translation, conversion, transfer)
3. Reverse position is ..... (method, objection, excuse)
4. Customering fault means absorbing the attacks by ..... (customer, buyer, seller, boss)
5. "I have no money" is ..... (an excuse, an objection, none)
6. "I can't pay no" is an ..... (excuse, objection or none)
7. Hidden objection is a ..... of objection. (type, form, none)
8. Objections and excuses are ..... (different, not different, truly different)
9. Product price in balance is ..... of objection. (a cause, an effect, a remedy).
10. Lack of purchasing power is ..... (a cause, effect, remedy)

D. Match the following :

A	B
1. Objections are serious and	1. baseless and useless objections
2. Excuses are	2. purposive indications.
3. Hidden objections	3. is an excuse
4. "Your terms are too restringent"	4. is an objection
5. 'I am of consult my home ministry'	5. is neither objection nor excuse.
	6. a type of objections.

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CHAPTER THIRTEEN : SELLING PROCESS–V

I. WRITE ANSWER IN NOT MORE THAN TWO SENTENCES.

1. What is a 'close' ?
2. What is significance of close ?
3. Why salesman fail to close ?
4. What is a 'trial' close ?
5. What are requisities of close ?
6. What are the methods of close ?

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7. What is concluding routine ?
8. What are after sale services ?
9. What is reading by signals ?
10. What is positive attitude.

II. WRITE SHORT NOTES ON :

1. Close
2. Significance of close.
3. Failure close
4. Trial close
5. Assumptive close
6. Alternative choice close
7. Complimentary close
8. Summary of benefits close
9. Continuous yes close.
10. S.R.O. close
11. Barrier erection close.
12. Concluding remark.

III. ESSAY TYPE QUESTIONS

1. What is a close ? Dicuss its significancce.
2. What is close ? Why some salesman fail to close ?
3. What is close ? What are the requesting of successful close ?
4. What is close ? Discuss any six methods of close.
5. Discuss all 12 methods of close.
6. What is close ? Explain the concluding routine.
7. Explain trial close and significance of close.

IV. OBJECTIVE TYPE QUESTIONS.

A. Fill in the blanks :

1. A close is the process of helping the customer to ..... his decision.
2. 'Close' means ..... a deal.
3. Fear of failure is a .....of failure.
4. There are ..... reasons for failure to close.
5. A trial close is ..... a final close.
6. There are ..... requisites of successful close.
7. Continuous yes method works well in case of ..... customers.
8. Carret and stick close is applicable in case of ..... customers.
9. Prostand cons close is also called as ..... close.
10. Customers who are to be recognised and praised need ..... close.

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B. State whether the following statements are 'True' or 'False'.

1. Close is not closing relations.
2. There are four points of importance of close.
3. Failure to close is failure to clinch the deal.
4. Misfits and interruplous are the cause of failure to close.
5. A trial close is pre-final close.
6. Maintaining positure attitude is one of the requisites of a successful close.
7. Assumption close is based on assumptions of clinding the deal.
8. "T" account close is pros and cons close.
9. Tryout close works with established customers.
10. After sales somes are the sermus promised after sale.

C. Pick the right word or words from bracket :

1. A trial close is ..... (pre close, post close, concurrent close)
2. There are ..... requisities of successful close. (5, 6, 7)
3. Methods of sale are in all ..... (12, 11, 10)
4. Concluding routine is either ..... or .....
   (positive negative, optimistic-pessimistic, effective in effective)
5. There are ..... points of significance of close. (3, 4, 5)
6. There are ..... reasons of failure to close. (5, 6, 7)
7. The total requesities of successful sale are ..... (4, 5, 6, 7)
8. After sales services are promised ..... sale.
   (before, after, at the time of sale)
9. SRO close works on appeal ..... and .....
   (fear, opportunity nity, threat and opportunity profit, loss)
10. Balance sheet close is also called as.
    (T account, pros and cons, minor and major points)

D. Match the following :

A	B
1. Close mean	1. are causes of failure to close.
2. Misfits and interuptions	2. a pre close
3. A trial close is	3. a method of close
4. Assumptive close is	4. concluding the deak
5. concluding remark is	5. beating the customer
	6. is a state of saying thanks.

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CHAPTER FOURTEEN : SALES ORGANISATION

1. WRITE ANSWER IN NOT MORE THAN TWO SENTENCES

1. What is 'Sales Organisation' ?
2. What is significance of sales organisation ?
3. What are different types of sales organisation ?
4. What is product type of sales organisations ?
5. What is functional type of sales organisation ?
6. What is consumer specialisation type ?
7. What is area type of sales organisation ?
8. What are different departments of sales organisation.
9. What is physical distribution department?
10. What is publicity and sales promotion department ?
11. What is public relations department ?
12. What is personal department ?
13. What is sales department ?
14. What is statistics and records dept. ?
15. What is credit and collection department ?
16. Who is a sales manager ?
17. What are the physical traits of a salesmanager ?
18. What are physical traits of a salesmanager ?
19. What are character traits of a sales manager ?
20. What are intellectual quality of a sales manager ?
21. What are functions of a sales manager ?
22. What are different types of sales manager ?
23. Who is administrative sales manager ?
24. Who is operative salesmanager ?

II. WRITE SHORT NOTES ON

1. Sales organisation.
2. Significance of sales organisation.
3. Types of sales organisation.
4. Departments of sales organisation.
5. Sales manager.
6. Administrative sales manager.
7. Operative sales manager.
8. Qualities of a sales manager.
9. Physical qualities of a sales manager.
10. Psychological qualities of sales manager.
11. Character qualities of sales manager.

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12. Intellectual qualities of sales manager.
13. Functions of a sales manager.
14. Types of sales manager.

III. ESSAY TYPE QUESTIONS

1. What is sales organisation ? Discuss its importance.
2. What is sales organisation ? What are different types ?
3. What is sales organisation ? What its different departments ?
4. Who is a sales manager ? Discuss essential qualities of a sales manager.
5. Who is a sales manager ? What are lies physical and mental qualities ?
6. Who is a sales manager. Discuss his character and intechnical qualities.
7. Who is a sales manager ? What are his functions ?
8. Who is a sales manager ? Discuss different types of sales managers.

V. OBJECTIVE TYPE OF QUESTIONS

A. Fill in the blanks

1. Sales organisation is ..... and ..... of overall organisation.
2. Sales organisation plans .....
3. Functional type is based on .....
4. Product type is based on .....
5. Consumer specialised type is based on .....
6. Area type is ....
7. Physical distributor department is to do with ....
8. Publicity and sales promotion department is to do with ....
9. Public relation departments to do with .....
10. Personnel department is to do with .....
11. Sales department is do with .....
12. Statistics and records depart is do with .....
13. Credit and collection department is do with .....
14. Sales manager is also known as .....
15. Sales manager is a ..... head.
16. The physical traits of sales manager are ....
17. Psychological traits of sales manager are ....
18. Character traits of sales manager are .....
19. Intellectual traits of sales manager are .....
20. There are ..... functions performed by sales manager.
21. Therer are ..... types of sales manager.

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B. State whether the following statements are 'True' or 'False'

1. There are three types of sales manager.
2. Administrative cum operative sales manager 'thinks' and 'does'.
3. Operative sales manager does more than thinking.
4. Administrative sales manager thinks more than he does.
5. There are ten functions of a good sales manager.
6. There are four intecllectual qualities.
7. There are three character traints.
8. There are fine phychological traints.
9. There are two physical traits.
10. Sales manager is a department head.
11. Sales department has generally seven departments.
12. There can be four types of sales organisations.
13. Sales organisation is a sub organisation of total organisation.
14. Sales organisations does only selling.
15. Sales organisation does both buying and selling.

C. Pick Right 'word' or 'words' from the brackets given

1. Sales organisation does a/c .....
(managerial fruits, administrative ; both managerial and administrative)
2. There can be ..... types of sales organisations. (3, 4, 5, 6)
3. Physical distribution department performs ..... utilities
(place and line ; time, place and ownership utilities ; and ownership and perceyshion utilities).
4. Publicity department has to do with .....
(publicity, advertising, salesmanship, salesmanship advertisory, sales products ..... and publicity)
5. Personnel department is to worry about .....
(manpower solutions ; manpower results and direct print ; manpower selrbs development and maintance)
6. Credit and collects department is to do with ..... is to .....
(grant of credit and collections ; grant of credit ; colections of dues)
7. Salesmanager is a .....
(sechoual head, departmental head, organisational head)
8. There are ..... physical traints (2, 3, 4)
9. There are .....psychological traints (4, 5,6, 7)
10. There are ..... character qualities. (2,3, 4)
11. There ..... interactual quality. (3, 4, 5, 6)
12. There can be in all .....functions of sales manager.
(9, 10, 11, 12)

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D Match the following

A	B
1. Administrative manager.	1. to develop skills and knowledge.
2. Operative manager.	2. bumper & absorbs the stock.
3. Training is	3. thinks more
4. Sales manager is also called as	4. spark plug
5. Sales manager acts as a	5. sales executive
	6. does move

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CHAPTER FIFTEEN : RECRUITMENT AND SELECTION OF SALESMEN

I. ANSWER THE FOLLOWING QUESTIONS IN NOT MORE THAN TWO SENTENCES.

1. What is recruitment ?
2. What is job analysis ?
3. What is personal analysis ?
4. What are internal sources of recruitment ?
5. What are external sources of recruitment ?
6. What is employment exchange ?
7. What is selection ?
8. What is inductive method of selection ?
9. What is deductive method of selection ?
10. What the hurdles in selection process ?
11. What is application blank ?
12. What is preliminary interview ?
13. What are references ?
14. What is medical examination ?
15. What is final interview ?
16. Contract of appointwhat it means ?
17. Advertising as a source of recruitment ?
18. What are self-offers ?
19. What are different psychological testing ?
20. What is psychological testng ?

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II. WRITE SHORT NOTES ON

1. Contract of service
2. Final interview
3. Medical examination
4. Psychological testing
5. References
6. Preliminary interview
7. Application in blank
8. Selection procedure
9. Deductive method
10. Inductive method
11. Significance of sound selection
12. Selection
13. Internal sources of recruitment.
14. External source of recruitment.
15. Merits of internal recruitment.
16. Demerits of internal recruitment.
17. Personnel analysis
18. Job analysis
19. Recruitment
20. Selection

III. ESSAY TYPE QUESTIONS

1. What is recruitment ? Why requirement ?
2. What is recruitment? What its significancial ?
3. What is recruitment ? What are its aspects ?
4. Describe internal and external sources of recruitment ?
5. What is internal sources of recruitment ? What the merits and demerits of fit ?
6. What is selection ? How it differs from recruitment ?
7. What is selection ? What is its significance ?
8. What is a selection plan ? What are the essentials of sound selection plan ?
9. What is selection ? What methods employed is selection ?
10. What is selection ? Describe the stages in selection procedure ?
11. What is an interview ? What are the essentials of a good interview ?
12. What is an agreement ? What are its content.

IV. OBJECTIVE TYPE OF QUESTOINS

A. Fill in the blanks

1. Recruitment is a ..... process.

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2. Aspects of recruitment are ..... and ..... .
3. There are ..... internal sources of employment/recruitment external.
4. There are ..... sources of recruitment.
5. Employment exchange is an ..... source of recrutment.
6. Promotion is an ..... source of recruitment.
7. Selection is a ..... process.
8. Methods of selections are ..... .
9. There are ..... stages in selection procedure.
10. Application in blank is the ..... step in selling procedure.
11. Medical examination is the ..... step in selections procedure.
12. Final interview is the ..... step in selection procedure.

B. State whether the statements are 'True' or 'False'.

1. Contents of agcument deal in the sertal conditions.
2. Final interview is the finalisation of appointment.
3. Medical examination should not be there.
4. Psychological testing helps in knowing the outer personality.
5. Preliminary interview is eliminate rectunant conditions.
6. Self offer is an external source.
7. Advertisement is an internal source.
8. Promotion is an external source of recruitment.
9. There are eleven tenets of sound selections plan.
10. Company customers canbe a good source of recruitment.
11. Job analysis deals with analomy of job.
12. Personnel analysis deals with employee specification.

C. Select correct word or words given in the brackets

1. Recruitment is a ..... process. (positive, negative, neutral)
2. Selection is a ..... process. (positive, negative, neutral)
3. Aspects of recruitment are ..... and ..... .
(job-analysis-personnel analysis, job evaluationy personal analysis, job specification-man specifications).
4. Methods of selection are ..... and ..... .
(Inductive-deductive, plus-minus ; positive-negative)
5. Selection process has ..... steps. (5,6, 7)
6. Sound selection plan has ..... steps. (10,11,12)
7. There are ..... external sources recruitment. (6, 7, 8)
8. There are ..... internal source of recruitment. (2, 3, 4)
9. Job analysis deals with ..... of job
(Anatomy, autonomy, makeup, complex)
10. Persomal analysis deals with .....
(man specifications, personal specifications.

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D. Match the following

A	B
1. Recruitment encourages to apply.	1. internal source of recruitment.
2. Aspects of recruitment are	2. is a positive process.
3. Promotion is an	3. external source of recruitment.
4. Educational institutions are	4. negative process
5. Selection is a	5. for the job in case of each eligible person.
	6. job analysis and personel analysis.

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CHAPTR SIXTEEN : TRIANING OF SALESMEN

I. WRITE ANSWERS IN NOT MORE THAN TWO SENTNCES

1. What is training ?
2. Why training ?
3. What are limitations of training ?
4. What are the objectives of training ?
5. What are the areas of sales training ?
6. What is sals knowledge ?
7. What is skill training ?
8. What is attitude training.
9. What are individual methods of training ?
10. What are group methods of training ?
11. What is placement of sales for ?
12. What is sales territory ?
13. What is sales goods ?
14. Methods of quota selling.
15. What is role planning ?
16. What are sales demonstrations ?
17. What are limitations of sales training ?
18. What are discussion ?
19. What are lectures ?
20. What is demonstrations ?

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II. WRITE SHORT NOTES ON

1. Problems of sales quota selling.
2. Methods of selling the sales quota.
3. Sales quota.
4. Requisites of successful quota system.
5. Factors determining sales quality.
6. Sales territory.
7. Factors determining size of sales territory.
8. Individual methods of training.
9. Group methods of training.
10. Sensitivity training.

III. ESSAY TYPE QUESTIONS

1. What is sales training ? What is its significance ?
2. What is sales training ? What are its limitations ?
3. Discuss the role and limitations of sales training.
4. What is sales training ? Discuss the objectives of sales training.
5. What is sales training ? What different areas of sales training ?
6. What is sales knowledge ? What salesman should know ?
7. What is sals skill training ? What skills should be possess and develop ?
8. What is sales attitude training ? What aspects of attitudes are considered ?
9. Discuss individual methods of training.
10. Discuss group methods of training.
11. What is a sales territory ? What function determine sales territory ?
12. What is a size of sales territory ? What factors govern the size of sales territory ?
13. What is a sales quota ? Why one should fix sales quota ?
14. What is a sales quota ? What factors are considerd while setting quotas ?
15. What is a sales quota system ? What are the requirements of quota system.
16. Define 'sales quota'. Discuss different methods of sales quota.
17. What are sales quotas ? Discuss relative merits and demrits of quota system.

V. OBJECTIVE TYPE OF QUESTIONS

A. Fill in the blanks

1. It is a continuous process of four elements of telling, showing, let it do and ..... .

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2. Training is not the same thing as ..... .
3. There are major ..... areas of sales training.
4. Lecture is a ..... method of training.
5. Programme instructions is a ..... method of training.
6. Sensitivity training is also called as .....
7. Sales territory as a ....
8. Sales quota is a ..... set for achievement.
9. Factors considered while fixing sales quota are ..... number.
10. Requisities of sales quota are ..... in number.

B. State whether the following statements or 'True' or 'False'

1. Education is not a training.
2. Sales training is useless.
3. Sales training is time consuming.
4. Knowledge of company is sales knowledge.
5. Skills in demonstration is a skill training.
6. Training for physical fitness is a attitude training.
7. On the job training is a group method of training.
8. Role playing is an individual method of training.
9. Sensitivity training is also called as T-group training.
10. Sales segment is sales territory.
11. Sales policy of company has no bearing on sales territory.
12. Ability of sales determs the extent of sales territory.
13. Sales quota is a quota of achivement for industrial salesman.
14. Estimating purchasing power is a must for determining sales quota.
15. Quota must be accurate, fair and attainable.

C. Pick correct "word"or "words" within the brackets given against each statement.

1. Training is not an .....
   (education, evalunation, eradication, examination)
2. Training is to do with four things namely ..... and ..... .
   (maring, telling, singing, showing, telling to do, cheking, supermising)
3. Sales training improves .....
   (employers and employee relation ,employer and employer relations, employe and employee relations)
4. Training is .....
   (expensive,economical,extravagant, unncessary, necessary)
5. Areas of Skills training are ..... and .....
   (knowledge, skill, attitude, lattitude, accuracy beliefs)

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6. On the job training is a ..... method.
(group, individual neither of these)
7. Sensitinty training is ..... method.
(group, individual, neither of these)
8. Sales territory is a ....
(market segment, an area, geographical area, imaginary area)
9. Sales policy is the .....taken by the company.
(stand, sit, run, walk)
10. Sales quota is .... of sales ..... .
(predeterminal larget achievement, post deteremined, own of attainment, quota sales achievement)
11. There are in all ..... requisites of good quotas system.
(4, 5, 6)
12. In all ..... factors determine the selling of quota. (1, 5, 6)

D. Match the following

A	B
1. Sales quota is a	1. individual method of training
2. Sales territory is a	2. target for achievement
3. Sales training areas are	3. a group training method.
4. sensitivity training is a	4. a market segment
5. programmed learning is a	5. market pigment
	6. there namely knowledge skill and attitude

—o—o—

CHAPTER SEVENTEEN : REMUNERATION OF SALESMEN

I. ANSWER THE FOLLOWING QUESTIONS IN NOT MORE THAN TWO SENTENCES

1. What is compensation?
2. What is sound compensation plan ?
3. What is compensation level.
4. What is straight salary method ?
5. What is straight commission method ?
6. What is salary plus commission method ?
7. What is bonus method ?

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8. What is salary and bonus method ?
9. What is salary, bonus and common method.
10. What are determining factors of compensates level.

II. WRITE SHORT NOTES ON

1. Employe compensation.
2. Recruitment of sound compensation plan
3. Compensation level
4. Methods of compensation
5. Straight salary method
6. Straight common method
7. Both salary and consumer method ?
8. Bonus method.
9. Salary and bonus method.
10. Salary bonus and commssion method.

III. ESSAY TYPE ANSWERS

1. What is compensations ? Discuss the significance of sound compensation.
2. What is a compensation plan ? What are its requisites.
3. What is compensation level ? What factors govern it ?
4. What are different methods of compensation ? Discuss any two method on you like.
5. What is straight salary method ? Discuss merits and demerits of the same.
6. What is commission method ? Discuss relable merits and demerits.
7. What do you mean by combined methods. How the defects of salary and consumer methods are eluminated.
8. What is a bonus method ? What are its varieties ?

II. OBJECTIVE TYPE OF QUESTIONS

A. Fill in the blanks :

1. Employee compensation is the ..... for ..... put in.
2. Sound comensation plan ..... the talented persons ..... .
3. Good plan is ..... .
4. Compensation level is the ..... of payment.
5. Method of compensation is ..... of making payment.
6. Straight salary method is liked by ..... saleman.
7. Salary method liked by ..... salesman.
8. The best method is one which ..... both salary and commission.
9. Bonus method has ..... alternatives.
10. Triple benefit is one of ..... and ..... .

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B. State whether the following statements are 'True' or 'False' :

1. Compensation to moneraly and non-monclary payment to salesman.
2. Good sales plan keeps the sales force unhappy.
3. Salary methods is one where salary varies each month.
4. Commission method is one where it is a fixed percentage.
5. Commission method givs varying earnings over a period.
6. Salary and commission method is a golden mean.
7. Sales love most a method that has salary, bonus and commission.
8. Salary method encourages shirtgers and not workers.
9. Commission method turns inefficent into efficient.
10. Commission method differentiate between donkey and a house.
11. During deflation salemen prefer salary method.
12. During inflation, they prefer commission and bonus methods.

C. Pick the correct word or words from the brackets.

1. Compensation is payment made in ....
   (Cash and kind, money and goods, money goods, wage goods)
2. Salary method ..... good people.
   (attracts, dettracts, none of the two.)
3. Commission method ..... total people.
   (attracts, maintains, detracts, none of these)
4. Mixed meethod is able to kill the ..... drawbacks both the methods. (eliminates, reduces, expands)
5. Salary method breeds ..... . (efficiency, inefficiency)
6. Bonus is ..... linked. (productivity, sals, products)
7. Salary is a ....
   (time-scale, time scale and other allowances, monetary and non monetary payment)
8. The sales cost permit ..... in case salary with the increase in sales (decreases, increases, remains constant)
9. In case of commission the must cost comes down with ..... in sales. (incrase, decrease)
10. The company should pay salary during ..... period.
    (depression, inflations, staglets, boom, doom)
11. Bonus is based on ....
    (excelling perform, poor perform, better perform, non performance)

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D. Match the following :

A	B
1. Compensation is a payment.	1. safe playing salesman.
2. Compensation level	2. is most favoured by efficient employees.
3. Salary method is preferred by	3. is the golden path between extremes.
4. Commission method	4. lies outside the range of employer and employees expations.
5. Salary and comussion method.	5. lies between the company and employee's esqsatatins.
	6. made in monetary and non-monetary forms of the workers.

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CHAPTER EIGHTEEN : MOTIVATING SALESMEN

I. WRITE ANSWERS IN NOT MORE THAN TWO SENTENCES :

1. What is motivation ?
2. What is job security ?
3. What are individual methods of motivations.
4. What are group methods of motivation ?
5. What is sales contest ?
6. What is suggestion system ?
7. What is financial security programs.
8. What are booklets and hand books ?

II. WRITE SHORT NOTES ON

1. Sales motivation
2. Recognition and Conditions
4. Job security
5. Pride in on selling
6. Personal conference
7. Personal correspondence.
8. Conventions and conferences.

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9. Motion pictures
10. Booklets and handbooks
11. Sales contests
12. Suggestion system.

III. ESSAY TYPE OF QUESTIONS

1. What is sales force motivation ? What motivates them ?
2. What is motivation ? What are the difference methods of motivation.
3. What is motivation ? How do you classify the motivation methods.
4. What are individual and group methods of motivation.

IV. OBJECTIVE TYPE OF QUESTIONS

A. Fill in the blanks

1. Motivation is the task of ..... the desire of work at highest pitch.
2. Good working conditions are both ..... and ..... .
3. Job security stands for ..... of job.
4. Desired exell is to ..... the girals.
5. Methods of motivates are both ..... and ..... .

B. State whether the following statements are "Ture" or "False"

1. Motivation is the inner feeling.
2. Incentive is a fuel to increase the motivation.
3. Job security is same thing as job satisfaction.
4. Financial inclutive is one paid in kind.
5. Non financial involve need not be paid as cash.

C. Pick the right 'word' or 'words' from the brackets given against each statement.

1. Motivation is the ..... .
   (Stimuli, insprints, strong feeling, mild feeling)
2. Pride in selling is a mark of ..... .
   (job satisfaction, job security, job insecurity, job- enlargement)
3. Group motivation systems are for .....
   (group, or group of persons, country of salemen)
4. Industrial motivation systems are for a .....
   (person individual, a single person, salesman or sales girl)
5. Conventions and conferences are group method of motivation.

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D. Match the following :

A	B
1. Innerfeeling is	1. group motive method
2. An incentive is a forc of	2. get beif ideas from salesforce
3. Booklets and hand-books	3. degenerating
4. Personal correspondency is	4. motivation
5. Suggestion system is to	5. individual motive method
	6. stimuli

—o—o—

CHAPTER NINETEEN : CONTROLLING SALESMEN

I. ANSWER THE FOLLOWING IN NOT MORE THAN TWO SENTENCES

1. What is control ?
2. What is a standard ?
3. What is performance appraisal ?
4. What is personal observation ?
5. What is merit rating ?
6. What is customer opinion of salesmen ?
7. What are qualitative methods ?
8. What are quantitative methods ?
9. What are sales records and reports ?
10. What is ratio analysis ?
11. What is profit and loss statement analysis ?
12. What is quota performance ?

II. WRITE SHORT NOTES ON

1. Control
2. Elements of control functions
3. Quantitative methods of control
4. Quantitative methods of control
5. Merit rating
6. Personal observation
7. Customer opinion of salesman
8. Analysis of sales records and reports.
9. Quota performance
10. Ratio analysis

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III. ESSAY TYPE OF QUESTIONS

1. What is control ? What steps are illustriast ?
2. What is control what is its significance.
3. What is control? What qualitative methods are used in salesforce control.
4. What is control ? What are quantitative methods of control ?
5. Discuss qualitative and quantitative methods of control.

IV. OBJECTIVE TYPE QUSTIONS

A. Fill in the blanks :

1. Control is the process of ..... .
2. Control is the ..... functions.
3. Qualitative methods are based on ..... .
4. Quantitative methods are based on ..... .
5. Merit rating stands for ..... .
6. Ratio analyses is a look of ..... .

B. State whether following statements are 'True' or 'False'

1. Control is the first function of management.
2. Control involves four steps.
3. Personal observation is a qualtitative method.
4. Merit rating is not a qualitative method.
5. Ratio analysis is a quantitative method.
6. Income statement analysis is not a qualitative method.

C. Pick the correct word or words from the brackets given against each statement

1. Control is a ..... futurs. (Continuous, intermittant, last)
2. Control has ..... steps. (4, 5, 6)
3. There are ..... qualitative methods. (3, 6, 5)
4. There are ..... (quantitative methods) (4,5,6)
5. Ratio is a relation between ..... figures. (two, three, four)

D. Match the following

A	B
1. Control is the work of	1. quantitative method
2. Ratio analysis is a	2. four steps
3. Merit rating is a	3. hampers growth
4. Control has	4. Supervision
5. Quality control	5. umpronus sales performance
	6. qualitative method.

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CHAPTER TWENTY : SALES PROMOTION

I. WRITE ANSWERS TO THE QUESTIONS IN NOT MORE THAN TWO SENTENCES

1. What is sales promotion ?
2. What are sales promotion objective ?
3. What are tools of sales promotion ?
4. What are dealer loders ?
5. What are merchandise deals ?
6. What are price deals ?
7. What are gift novelties ?
8. What are dealer coupons ?
9. What is POP ?
10. What is off the pack premiums ?
11. What is banded premium offer ?
12. What is container premium offer ?
13. What is quantity deal ?
14. What is coupon premium plan ?
15. What is self-liquidating offer ?
16. What is referral premium plan ?
17. What are sales contests ?
18. What are approaches to sales-promotion tool.
19. What are impact offer.
20. What are dealer stock-display contests ?

II. WRITE SHORT NOTES ON

1. Sales contests
2. Sales force promotion
3. Consumer contests
4. Dealer contests
5. Conditional offers
6. Direct consumer offers
7. P.O.P.
8. Dealer contest
9. Dealer loading
10. Tools of sales-promotion.

III. EASSAY TYPE OF QUSTIONS

1. What is sales promotion ? Is it same as salesmanship and advertising ?

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2. What is sales promotion ? What are its objectives ?
3. What is sales promotion ? What is role and limitations ?
4. What is sale promotions ? How it helps manufactures ?
5. What is sales promotion ? In what way middlemen are benefited.
6. What is sales-promotions ? How consumers are benefited ?
7. What is sales promotion ? Discuss the tools of sales promotions.
8. What are dealer promotions ? Discusses different types promotion.
9. What are P.O.P. ? What methods are used in POP ?
10. What are direct consumer offers ? Explain different types of consumer offers.
11. What are conditional offers ? Explains its varietions.
12. What are sales foul promotions ? Explain its varieties.
13. What is a sales promotion programme ? How you implacement the same.
14. What is dealer loader ? Why we have dealer coders ? Discuss types of dealer loader.
15. Discuss any two types of conditional offers and direct consumer offers.

IV. OBJECTIVES TYPE OF QUESTIONS

A. Fill in the blanks :

1. Off the pack premium is a ..... of direct consumer offer.
2. Coupon prim plan is a ..... offer.
3. Bonus sales force is a form of ..... promotions.
4. Consumer contests are also called as .....
5. Price deals are temporary price ..... .
6. Self-liquidating offers at called as ..... .
7. Off the pack premium are ..... offers.
8. In pack offers contains gifts inside ..... .

B. State whether following statements are 'True' or 'False'

1. Sales promotions is all inclusive of salesmanship, advertising, publicity, public rekhons.
2. Sales-promotion is expenssive and doesnot result in increase of sales.
3. Sales promotion provides more information to customers and helps in incrasing satisfaction.
4. Dealers promotions are for middlemen to increase sales.

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5. Sales force promotion are for sales army to increase the sales.
6. Consumer promotions are for consumers to buy more and more.
7. Dealer stock display is a form of P.O.P.
8. Merchandise deal is a form of dealr promotion.
9. Off the pack premium is a form of consumer promotion.
10. Coupon premium plan is not a conditional promoption offer to consumers.

C. Pick correct 'word or 'words' given in bracket.

1. The objectives of sales promotion are ..... . (4, 5, 6)
2. One of the daler loders is ..... .
(merchadise deals, dealer stock display coutnts, off the pack premium)
3. One of the consumer offers is ..... .
(Bonded premium offer, coupoun promp plan ; dealer saler contests, dealer loaders)
4. Sales contests are forming the part of ..... .
(dealer-promotion, consumer promotions, sales force promotions)
5. Sales promotion is ..... .
(advertising, salesmanship, publicity, all of them)

D. Match the following :

A	B
1. Sales promotion is above comprehensive.	1. dealer loaders.
2. Sales promotion helps.	2. not increasing sales but expenses.
3. Gift novelties is an example of	3. direct consumer offers.
4. Bonded premium is one example of	4. than mere advertising.
	5. only consumers.
	6. manufactures dealers salesmen and consumers.

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CHAPTER TWENTY ONE : ADVERTISING–I

I. WRITE ANSWERS IN NOT MORE THAN TWO SENTENCES

1. What is advertisement ?
2. What is advertising ?
3. What is publicity ?
4. What is propaganda ?
5. What is sales promotion ?
6. How do you justify advertising ?
7. What is advertiseability ?
8. What is standard of living ?
9. What is gainful employment ?
10. How advertising helps in decision making.

II. WRITE SHORT NOTES

1. Advertising
2. Propaganda
3. Publicity
4. Sales promotion
5. Public relations
6. Role of advertising
7. Limitations of advertising
8. Culture and advertising
9. Society and advertising
10. Advertising and advertiseability.

III. ESSAY TYPE OF QUESTIONS

1. What is advertising ? What are its basic characteristics ?
2. What is advertising ? How it differs from propaganda ?
3. What is advertising ? How it differs firm publicity ?
4. What is advertising ? How it differs from sales promotion.
5. Define advertising ? Discuss the role of advertising ?
6. Define advertising. Explain the limitations.
7. What is advertising ? How do you justify ?
8. Explain clearly the term advertising salesmanship, publicity and propaganda.

IV. OBJECTIVE TYPE OF QUESTIONS

A. Fill in the blanks

1. The term advertising is most ..... used in general.

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2. As a micro approach advertising is .....
3. As a macro approach advertising is .....
4. Advertising is not a .....
5. Advertising is publicity but publicity is .....
6. All advertising is propaganda while are publicity is .....
7. A rupee spent on advertising gets back rupees .....
8. All advertising are not totally .....
9. It ..... advertise.

B. State whether the statments made below are 'True' or 'False'

1. Advertising is justifiable.
2. Advertisement is an elementory, enterstainer, informer and a great cheat.
3. Advertising changes culture.
4. Advertising wastes valuable line of consumers.
5. Advertising makes possible rasale price maintenance.
6. It is not enough that your product is best, it should be cold as best.
7. Advertising increases the price of goods and services.
8. Advertising misguides the people.
9. Advertising stabilises sales turnover.
10. Advertising is a during for consumer desious.

C. Pick the correct 'word' 'words' given in brackets against each statement

1. The word advertising is desined for latin word ..... .
(advertise, advert, adverte)
2. Advertising has at least ..... attributes. (3, 4, 5)
3. Advertising unpaid for is ..... .
(publicity, sales-promition, public relations)
4. Advertising is ..... in nature.
(persuadive, desuiadive, neutral)
5. Advertising is ....., in print.
(Salesmanship, sales promotion, publicity)
6. Advertising is the ..... of culture.
(product, outcome, effect, cause)
7. Advertising ..... the pres.
(increase, pediniuns, no effect as)
8. Advertising stimulates ..... and ..... .
(though-action, action, insaction) thought and feeling)

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D. Match the following

A	B
1. Advertising is	1. is unpaid for
2. Advertising is a	2. paid or not paid for
3. Publicity	3. advertising
4. Propaganda is	4. cheat and edneator.
5. Sales problems includes.	5. cost efficient
	6. costly

—o—o—

CHAPTER TWENTY TWO : ADVERTISING–II

WRITE ANSWERS IN NOT MORE THAN TWO SENTENCES

1. What is a media ?
2. What is a carrier ?
3. What is indoor media ?
4. What is outdoor media ?
5. What is direct advertising media ?
6. What is display media ?
7. What is press media ?
8. What is Radio media ?
9. What is TV medium ?
10. What is film medium ?
11. What is video medium ?
12. What are posters ?
13. What are painted displays ?
14. What are travelling displays ?
15. What is sky-writing ?
16. Who are sand uichmen ?
17. What are envelop enclosers.
18. What ar broad scides ?
19. What is a book-let ?
20. What is a catalog ?
21. What are gift novelties ?
22. What are store publications ?
23. What are package insists ?
24. What is window display ?
25. What are exhibitions and fairs ?

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II. WRITE SHORT NOTES ON

1. Outdoor media
2. Indoor media
3. Direct media
4. Display media
5. Newspapers
6. T.V.
7. Radio
8. Video
9. Posters
10. Bulletin boards
11. Bill Boards
12. Sales letters
13. Package inserts
14. Showroom and show cases
15. Points to ponder while selecting a newspaper.

III. ESSAY TYPE OF QUESTIONS

1. What is an advertising media ? What are different types of media ?
2. Define advertising. Discuss Indoor media.
3. What are under media ? Explain merits and demerits of any one medium or carrier.
4. What are outdoor media ? Discuss merits and demerits of it.
5. What are direct advertising meeting ? Discuss merits and demerits of the same.
6. What is display advertising ? Explain merits and demerits of window and counter displays.
7. What are exhibitions and trade fairs ? Enumerate the merits and problems.
8. What is news paper advertising ? What factors you consider while selecting a newspaper.
9. What are periodicals and journals ? Discuss merits and demerits of them.
10. Discuss the advantages and disadvantages incase of (11) Film (2) TV.
11. Explain any two mediums of outdoor advertising and relative merts and demerits.
12. What are package inserts and gift novlties ? Explain their merits and demerits.

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IV. OBJECTIVE TYPE QUESTIONS

A. Fill in the blanks

1. Advertising is ..... in print.
2. Advertising medium is a message ..... .
3. Newspaper has the ..... life.
4. Radio was powerful media betwen 1920 and ..... .
5. T.V. first made its enaby in America in .....
5. T.V. programme attempt was mede in India in ..... .
6. T.V. gone colour from black and white is ..... .
7. Outdoor advertising also called as ..... advertising.
8. Sandinchomen are ..... between posters on their back and front.
9. Direct advertising is ..... advertising.
10. Sales letters are based on ..... formula.
11. P.O.P. is ....
12. Trade fair is more than a ..... .

B. State whether the following statements are "True" or "False"

1. Newspaper and journals are indoor media.
2. Video is an outdoor media.
3. Skywriting is a form of moral advertising.
4. Package inserts in a direct firm of ownership.
5. Broadsides are not the direct form advertising.
6. Display advertising examples are exhibitions and trade fairs.
7. Advertising is an informs, educator, persuader and a great cheat.
8. There are 21 major language and news-papers are published in more than 10 languages.
9. Magzine and pesidicals can range from one week to one year.
10. Inspite of arrival of T.V. radio has been playing important role in advertising.
11. 'Dialogue commercial' is a form of radio advertising.
12. The durations of televvision commercial range between 10 seconds to 30 seconds.
13. Electrical sign is an outdoor medium.

C. Pick right word or words from bracket.

1. Travelling display is an ..... media.
   (outdoor, indoor, display, promotion)
2. Direct advertising means passing prentend matter by person or ..... .
   (post, telegram, fax)

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3. Sales letter is written in series using ..... formula.
(A.I.D.A., IADA, DAJI)
4. There are ..... types of display in main. (2, 3, 4)
5. Radio is ..... media. (indoor, outdoor, direct, display)
6. Booklet is ..... media. (indoor, outdoor, direct, display)
7. There are more than ..... newspapers in India.
(20000, 30000, 40000)
8. Radio mede its entry in ..... . (1915, 1920, 1925, 1930)
9. Television gone colour from black and white in
(1984, 1984, 1986, 1988)
10. There are more than ..... cinema house in India.
(15000, 20000, 25000, 3000)

D. Match the following

A	B
1. Radio	**colour, light, music and immediary.**[1]
2. Display advertising	**outdoor advertising**[2]
3. T.V.	**mural advertising**[3]
4. Skywriting	**P.O.P**[4]
	5. indoor

□□□

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